

# THE 2020 ALFOWBET

The future of work & people management  
by the workers of the future

**P\_3** acknowledgements

**P\_4** Prefaces

**P\_7** In**FOW**DUCTION

**P\_9** 1. THE 2020 AL**FOW**BET

**a**

**P\_10** artificial intelligence

**B**

**P\_15** BIG DATA

**C**

**P\_19** CSR (CORPORATE & SOCIAL RESPONSIBILITY)

**D**

**P\_23** DATA READERS

**e**

**P\_27** EXPLORE & EXPLOIT

**F**

**P\_32** FLUID

**G**

**P\_36** GAMIFICATION

**H**

**P\_39** HANDS-OFF management

**I**

**P\_44** INTELLIGENT PERSONAL ASSISTANTS

**J**

**P\_49** JOBHOPPING AND CHERRY-PICKING

**K**

**P\_53** (UBIQUITOUS) KNOWLEDGE

**L**

**P\_57** LABOUR LAW IMPACTS

**m**

**P\_61** MATCHMAKING SERVICES

**n**

**P\_66** non-LINEAR THINKING

**O**

**P\_72** OPEN INSTEAD OF CLOSE

**P**

**P\_78** PROSUMERS

**Q**

**P\_83** QUANTIFIED ENTERPRISE

**r**

**P\_87** ROBOTICS

**S**

**P\_91** SLASHING

**T**

**P\_95** (WEARABLE) TECH

**U**

**P\_100** USER PROFILING

**V**

**P\_104** VUCA management

**W**

**P\_109** WORKPLACES

**X**

**P\_113** XPERIENCE (CUSTOMER & EMPLOYEE)

**y**

**P\_116** Y-GENERATION

**Z**

**P\_121** Z-GENERATION

**\***

**P\_124** BONUS: DIGITAL INCLUSION

**P\_128** 2. JOB FAIR 2030

**P\_136** 3. THE DESIGN OF THE FOW WEEK

**P\_139** 4. COMPANY TESTIMONIALS

**P\_143** **FOW**nCLUSION

# acknowledgements

We would like to thank Professor Véronique Chanut and Gabriel Morin, co-directors of the International Human Resource Master (IHRM) at Ciffop, for the freedom and trust they always gave us as professors and that allowed us to build the Future of Work (FOW) week following our convictions. They both embody this rare balance between academic excellence and proximity to organizations that has always been part of the DNA of Ciffop. Thank you also for having accepted to write the very inspirational academic preface of this book.

We would like to thank Bertrand Lagny, Global Head of Strategic workforce planning, recruitment and training at Societe Generale Group. His preface as HR senior professional connects in a very insightful way this white book with the people management challenges that big corporations face. Bertrand was also part of a jury during the FOW Week and his vision and recommendations were very useful for the students.

We would also like to thank very warmly Franck la Pinta for all his very relevant advices and ideas on this book throughout its design and writing. His contribution to the FOW Week was also very rich and inspiring.

We would like to give very special thanks to Thaïs Paulian, the graphic designer of this book, who perfectly translated our vision and ideas in the visual wonder in which this book has become. Her proactive ideas, her very original views and her freshness transformed the look and feel of this book in something we would have never imagined.

We also want to thank the people and companies who contributed to the FOW week, for their vision, their boldness, their enthusiasm and their generosity: We think about Isabelle Lamothe from Cap Gemini invent, as well as her colleague Eloïse Hebert, for their vision and generosity, the "magician" Léo Bernard for the great time spent at the time at Fabernovel, Jan Liska from Sanofi and Franck La Pinta from Societe Generale for the outstanding partnership they created, the great team of Le Plateau of Societe Generale in Les Dunes for welcoming us, Nicolas Guy from Le Lab RH for his openness, Andrés Davila from Praditus for his generosity and Florian Fleischmann from HR Forecast for his insights into the new world of data and AI in HR.

Thank you of course to our family and friends, for their unconditional support.

Finally, we want to say one last time "bravo!" to all the 2018/2019 Ciffop IHRM students, for their passion and the outstanding work done in this book. As workers of the future, they proved that they have bright and encouraging views of this uncertain future. Thanks to their curiosity as well as their rich and diverse backgrounds, we know they will be at the core of this fascinating transformation in organizations. We encourage them to trust and fo(llo)w the great HR leader who lies in each of them.

# PREFACE BY PROFESSOR VÉRONIQUE CHANUT AND

*IHRM Program director - CIFFOP Director*

# DR GABRIEL MORIN

*IHRM Program director*

The number of challenges a future HR executive will have to meet is so considerable that any attempt to sum them up would be instantly vain and wrong. Who could have guessed the extraordinary coronavirus crisis and its HR impacts on organization? However the ultimate goal of the International Human Resources Management Master (IHRM) of CIFFOP at Paris II Panthéon-Assas is precisely to make this kind of individual.

What kind of individual? We are here talking about the HR executive of tomorrow, not the one of yesterday. If we know that this portrait will mix hard and soft skills, the accurate composition of these two kinds of skills turns out to be extremely tricky. If we are talking about soft skills, our conviction, or our bet let's say, as programme directors of the programme is that these soft skills will be about disruption, transformation, action-oriented and practical intelligence people.

If several of the modules of our programme already target these soft skills, no class better matches them than the Future of Work Week. Indeed, the first edition of this disruptive "out the classroom" learning experience was launched in 2018 (2017-2018 academic year) to break the silos of typical classroom learning, break down academic barriers and open collaborative and experiential ways through innovation process and mindset.

The second edition of the FOW week, that took place in June 2019, illustrates this double objective of disruption and action-oriented with this alphabet made of the main future HR trends, from A, Artificial Intelligence, to Z, Z-Generation. This work is extremely innovative and perfectly fits the DNA of our programme, that is to say the balance between academic and professional excellence.

The IHRM programme is in some way a laboratory for pedagogical innovations and one of the most iconic of these is the Future of Work week.

This is the reason why we are very proud to preface this white book regarding this valuable and precious work that can be of interest for both the academic and professional world.

Many thanks to the students who participated in this adventure of the FOW week and who brilliantly embody the inspiration of CIFFOP, the "leading university school of HR professions".

We are also very grateful for this tremendous work performed by the designers and the "fathers" of this event, Dr Pedro Gonzalo and Marcus Schlobach, who are key members of the IHRM community and beyond that of the CIFFOP community.

# Preface

*Global Head of Strategic workforce planning, recruitment and training*

# BY BERTRAND LAGNY

I am deeply convinced about the fact that, in our current extremely rapidly changing environment, people will more than ever make the difference. The capacity of organizations to anticipate the competencies needed in the future remains therefore absolutely crucial for their success and survival, even if this work is complex and full of uncertainty.

There are two main strategies for organizations to prepare themselves to tomorrow's world: whether to buy or to develop these competences. Being in charge of workforce planning, recruitment and training at the French bank Societe Generale, I have the chance to have a good visibility on these two levers.

Buying talent is the quick approach, it is the plug and play solution, but it is also very short-term oriented. It can be used for example when organizations need to hire scarce profiles or more diverse employees than the ones in-house. Companies willing to build a more sustainable and long-term approach to competencies consequently tend to train and develop internal talent. This strong internal mobility and career culture, that I experience in the company I work for, usually characterises organizations who invest in their people's employability as responsible employers.

It is now crucial that any professional involved in people management, of course HR professionals but not only, acquires a good visibility on Future of Work trends and develops his/her own own convictions about them. In the case of the HR function, this is a great opportunity for it to strengthen the truly strategic role it needs to have in organizations: a trustworthy and thought-provoking Business Partner supporting business and organizational transformation. As the main organizational resource are human beings, developing them in the right way remains HR main duty and the Future of Work gives us a brand-new context in which we can fully reinvent these activities.

But this is easier said than done. It is difficult for people management professionals to find insightful yet applicable resources to decrypt the essence and opportunities of this fascinating but complex Future of Work evolving universe and trends. And this one of the strengths I find in this book: it identifies and presents in a simple way 27 key trends that will shape the Future of Work and it shares insights and recommendations to make the most of them in people management, something that did not exist until now, as far as I know. Although being very suited for HR professionals, this book may be useful for any professional wanting to make the most of human talent in our current changing environment.

Another very original aspect of the work envisioned and designed by professors and HR professionals Pedro Gonzalo and Marcus Schlobach here is that it is based on the input of Master students and young HR apprentice professionals (“alternance” in the French system) who have a fresh and unique view of these subjects. Indeed, these contributions are really valuable, because they are brought to us by professionals who will be directly and actively involved in shaping and building the Future of Work in the coming years and decades. This book truly is a very rich and inspiring overview of the Future of Work by the workers of the future.

And I actually had the opportunity to meet personally these students and HR professionals some months before writing this preface. Indeed, during 2019 Ciffop’s Future of Work week, I had was lucky enough to be invited to become a member of HR professionals’ jury who would assess the work done by students through a Science Fiction Design Intelligence workshop on designing the most relevant HR ecosystem in 2039 for a given country while meeting the needs of 2 companies: Sanofi and Societe Generale. It was very inspiring to get fresh and disruptive insights on the subject during that session and, as Head of recruitment, it was also a great opportunity to spend more time with tomorrow’s generations and better understand their motivations and drivers.

What stroke me the most when meeting Ciffop’s IHRM students, was their maturity, their critical mindset and their knowledge and awareness of the world, which was stronger than the one I think I had at their age! I was also impressed by their open mindedness, their idealism, their freshness and even a certain naivety; I am glad to see they have not lost their ability to dream.

I am a big fan of team sports and all these thoughts make me think about rugby, maybe also because Societe Generale has been sponsoring this sport for very long time, including the French national team for more than 30 years now. Before the Six Nations championship was put on hold this year due to Covid-19, the French rugby team was having amazing results in the tournament. This was due among others to the philosophy and approach of its coach, Fabien Galthié. Galthié is extremely respected as former player (having been awarded the prize of the best rugby player in the world in the past), but he also has a very personal and modern vision of rugby, in which one of his “trademarks” is trusting young players much more than most coaches do. Indeed, he is bringing a new and refreshing vision to this sport: investing in the long-term in young talent and trusting their huge potential is bringing to this team some of their best victories and results ever.

To me, this is a great metaphor of the subject of this book. The world of work is about people. And the Future of Work is about the future of people, your future. Simply put, the future is you, as the current Societe Generale brand platform states. Indeed, the way in which people will be managed and competencies will be developed may well be the number 1 priority in organizations and it will have strong implications for each of us both as people and as professionals. Future of Work is fascinating but also complex. Luckily, many insights, ideas and opportunities in this new world to be reinvented can be found in this book.

**THE FUTURE  
IS YOU**  **SOCIETE  
GENERALE**

# INFOWDUCTION



*The secret of change is to focus all of your energy, not on fighting the old, but on building the new.*

Socrates

**Organizations are facing these last years the fastest transformation they have ever experienced and this pace will keep speeding in the coming years. This is already having a dramatic impact on the way people work and interact, what technologies they use and who these workers are. External global factors such as Covid-19 are also forcing organizations to reinvent themselves to ensure their survival, and this is a bringing a wide range of new and unexpected opportunities that will transform forever the world of work.**

**These dramatic changes bring along a very high level of uncertainty, which makes it impossible now more than ever to predict how the world of organizations and the Future of Work (FOW) will keep evolving. Nevertheless, analyzing the current situation and trends gives the opportunity to establish some scenarios and hypothesis about how these subjects will be impacting organizations in the coming years, and this is one of the aims of this book.**

## The future of work by the workers of the future

In this very messy and VUCA context, there is however a clear certainty for us: no matter what the future will look like, it will be built and run by people, by the workers of the future. This is why we found it both useful and inspiring to draw the picture of what the FOW might look like based on the opinions and insights of our students and young HR professionals, who will be in charge of shaping and leading that future. This approach brings, according to us, a strong freshness and originality to this book.

Another differentiating aspect of this work is that, in the very trendy and wide subject of the Future of Work, we do not aim to propose another generalist work, a lot has been written on that already. Our intention here is rather to concentrate on the impact that the selected FOW trends will have on people management in organizations, which is a topic that has not been enough explored according to us.

### Once aFOW a week

This book is born in link with “the FOW week”, that we have designed and run for two editions now. The FOW week is one of the highlights of the International Human Resource Master (IHRM) at Ciffop, the prestigious HR business school of University Paris 2-Panthéon Assas in Paris, known for its academic excellence and its strong partnerships with both public and private organizations. Within Ciffop, this high-quality Master 2 is often ranked as #1 HR Master in France. Some of its specificities are that it is taught fully in English (despite the fact that it takes place in Paris), that the students do an apprenticeship during the Master in top global companies and that its participants are extremely international. Indeed, out of a class of approx. 25 students per year, there is usually 15+ nationalities represented. More information on this Master can be found [here](#).

Both of us had been working with Ciffop for several years and we met back in 2015, in a workshop in which Marcus was the “client”, asking students to work on fascinating HR challenges for Deutsche Telekom and Pedro was the professor in charge of running the design thinking workshops that would boost students’ collective intelligence to propose the best possible solutions.

That collaboration between us two was very smooth and enriching. We both felt like working more together and understood that we could be designing and running together longer and more original classes and seminars. We sat on a Parisian café a couple of years ago to discuss all that and this is how the Future of Work week was born.

The purpose of the FOW week is to make students understand and work on the major trends reshaping organizations (eg. technological, economic, social, health, ecological) as well as getting used and prepared to lead the impact these trends will have in people management in the future. During this week, students therefore work on subjects such as creativity, agility, design thinking and science fiction design intelligence, as well as a wide range of trends shaping the FOW, including data, tech, robotics, user profiling and workplaces among many others. A strong value-adding aspect of this week is that students are asked to put their energy and ideas to the service of organizations which ask the students to help them develop new approaches and solutions to some of their key current or future people management challenges.

The first FOW week edition took place in 2018 and students spent time working on the global employer branding event for the company Unibail-Rodamco (which became Westfield in 2019). They also worked in the future of tourism and accommodation in the HQ of Accor hotels company and also on several other pressing HR challenges for companies such as L'Oréal, KMPG and Danone in a workshop also gathering several HR start-ups in partnership with Le Lab RH.

*It is difficult to make predictions, especially about the future.*  
Danish Proverb

The second edition took place in 2019 and students worked among others on the business opportunities that the Future of Work could bring to Cap Gemini, on an HR app for the innovation company Fabernovel and on the future of HR in Africa with Sanofi and Societe Generale, designing a possible future partnership between pharmaceutical and financial services businesses. In both editions, we also invited top speakers and thinkers from our professional network to share their disruptive thoughts and vision with students.

## Imagining this book

Before the 2019 edition, students were asked to work hard to become experts of FOW trends so that we could leverage on their insights and ideas throughout the week. Considering the quality and freshness of these students' vision, while designing the second edition of the week, we already shortlisted the FOW trends and designed their work having this white book in mind. We did not mention that to them in advance, but the quality of their work confirmed our intention. It was great to realize at the end of the week that they also wanted that this work was made more visible and available to people management professionals all over the world. And here we are.

The core of this book is therefore the students' work on each of the trends we selected and their impact on people management. We therefore play in this book the roles of designers, reviewers, editors and authors, by ensuring the global quality and consistency of their work while also adding a couple of chapters that will contribute to positioning their work in the context of the FOW week and more broadly within the current FOW challenges that organizations face. Although the student's work was done some months ago, before Covid-19, it remains extremely relevant to manage Covid and post-Covid challenges.

## Structuring the AIFOWbet

This book has the following structure: the first and core chapter covers the 27 FOW trends that we shortlisted. As you will see, the trends share common elements such as key figures, market examples or executive recommendations in order to make its discovery as "reader-friendly" as possible. In some cases, you will also find a link to a video presentation of the trend. At the end of each trend, you will find the name and the LinkedIn profile of the student who wrote it. We decided to structure the selected FOW trends following the English alphabet, that is why we called it... the AIFOWbet! (small detail, the English alphabet has 26 letters, but we had 27 students in our class, that is why we decided to add a bonus trend so that each student could become the expert of one trend).

We also invited students to project themselves in the FOW as a way to guide them in their introspective and professional journey to that unknown future. As a conclusion of this, we asked them to share their ideal HR jobs by 2030, and some of them are really inspiring. You will find a short selection of this work in chapter 2. In chapter 3, we briefly describe the design and structure of the FOW week thanks to which this book was created. Chapter 4 will cover a couple of testimonials of partner companies that contributed to the FOW week to get insights and impressions of HR professionals both on the FOW and on the week.

We hope you will enjoy the reading as much as we all enjoyed writing it. You may read this book following the order of the AIFOWbet or just checking the trends and subjects that interest you the most. Just go with the F(L)OW!

# THE 2020 ALFOWBET

The future of work & people management  
by the workers of the future

- a** P\_10 ARTIFICIAL INTELLIGENCE
- B** P\_15 BIG DATA
- C** P\_19 CSR (CORPORATE & SOCIAL RESPONSIBILITY)
- D** P\_23 DATA READERS
- e** P\_27 EXPLORE & EXPLOIT
- F** P\_32 FLUID
- G** P\_36 GAMIFICATION
- H** P\_39 HANDS-OFF MANAGEMENT
- I** P\_44 INTELLIGENT PERSONAL ASSISTANTS
- J** P\_49 JOBHOPPING AND CHERRY-PICKING
- K** P\_53 (UBIQUITOUS) KNOWLEDGE
- L** P\_57 LABOUR LAW IMPACTS
- m** P\_61 MATCHMAKING SERVICES
- n** P\_66 non-linear THINKING
- O** P\_72 OPEN INSTEAD OF CLOSE
- P** P\_78 PROSUMERS
- Q** P\_83 QUANTIFIED ENTERPRISE
- r** P\_87 ROBOTICS
- S** P\_91 SLASHING
- T** P\_95 (WEARABLE) TECH
- U** P\_100 USER PROFILING
- V** P\_104 VUCA MANAGEMENT
- W** P\_109 WORKPLACES
- X** P\_113 XPERIENCE (CUSTOMER & EMPLOYEE)
- y** P\_116 Y-GENERATION
- Z** P\_121 Z-GENERATION
- \*** P\_124 BONUS: DIGITAL INCLUSION

# artificial INTELLIGENCE

BY marouane aliat



## What is the trend? What impact on people management?

Artificial intelligence is defined as the study of smart agents, meaning machines that are programmed in a manner that gives them the possibility to achieve goals. These machines are reputed to mimic functions that are cognitive and associated with human behavior and human way of reasoning namely problem solving and learning (Volini et al., 2017). AI is the new revolutionary mean that allows businesses to take advantage of HR data with respect to talent management, employee engagement, training, and R&D. AI improved the human to human interaction for the business internally and externally through the implementation of machine learning tools and big data technologies. AI provided a solution especially when it comes to HR, thus, what it used to take hours and hours of work to do is now done instantaneously as machine learning algorithms allowed a fast automation of the process.

Predictive analytics remains one of the main areas used in the HR analytics. The data gathered is used to predict and select the profile that will mostly fit for the position offered by business thus optimizing better job-candidate matching.

a  
B  
C  
D  
E  
F  
G  
H  
I  
J  
K  
L  
M  
n  
O  
P  
Q  
r  
S  
T  
U  
V  
W  
X  
y  
Z  
\*

Artificial intelligence (AI) is defined as the study of smart agents, meaning machines that are programmed in a manner that gives them the possibility to achieve goals. Some examples of artificial intelligence are understanding human speech and giving the ability for cars to drive autonomously. Military simulations and automatically generated routing problems are other examples of what artificial intelligence could achieve (Rouse, 2018). On the contrary, optical character recognition is not classified as artificial intelligence. The uses of artificial intelligence vary depending on many parameters. One category of artificial intelligence is known as narrow AI. It is a system that is designed to perform particular tasks (Bhardwaj, 2019). One example is the well known SIRI virtual personal assistant that makes the phone experience as easy as speaking. Artificial general intelligence, also known as strong AI is a system that encompasses more generalized cognitive abilities that a human being can have. These systems are reputed to find solutions for problems that are of high complexity even without human interaction.

## EXAMPLES OF AI TECHNOLOGY

Machine learning is a science that gets computers to act without the need to seek programming. It is believed to be the automation of predictive analytics. Automation is defined as the ability to give autonomy to a certain process without the need of human intervention. The aim of automating was to have a tool that can make the repetitive tasks that bring no added value humans were performing. Machine vision gives machines the ability to see. It is used through cameras and allows the computer to analyze pictures and videos taken. It is compared to a person's eyesight. It is used by smart phones nowadays but also by medical staff (Bhardwaj, 2019).

Robotics is an engineering field that focuses on the manufacturing, design and maintenance of robots. These robots are most of the time designed to perform given tasks that a human may find hard to perform or perform on a constant basis. An example could be assembly lines of big car manufacturers where robots do most of the assembling and leave humans for the quality checks (Volini and al., 2017). We can witness robots that have social abilities more and more. Natural language processing (NLP) is the processing of human language by computers and machines, these analyses are based on machine learning. An example of NLPs is the algorithms used by email providers to detect what could possibly be spam email and what is not.

## USES OF ARTIFICIAL INTELLIGENCE

Artificial intelligence can practically be used in most of the business world. AI is used in business when process automation applies to some tasks that are repetitive and do not bring added value to the employee. AI tools are being integrated into customer relationship management platforms to determine better patterns of serving customers (Rouse, 2018). An example could be chat bots found on numerous websites that

AI tools are of huge importance for businesses thanks to their analytical power. Their use has raised some ethical concerns. It is important that these tools are made by human beings by selecting data and plugging the mathematical algorithms (Volini et al., 2017). The potential for human bias and misuse of these tools should not be neglected. This is why the use of artificial intelligence should be monitored closely. Experts believe that the wording behind artificial intelligence is very linked to popular culture, which leads to important fears about the topic, but also unexpected expectations about how AI will change the world in the coming years. Scientists are thinking about changing the wording to augmented intelligence with more neutral connotation (Rouse, 2018). This will help the public understand that artificial intelligence is existent to improve products and services, but not to replace the human interaction (Bhardwaj, 2019).

have the role of interacting with customers automatically. Academics and information technology analysts discuss more and more about automation of job positions (Volini et al., 2017).

Another use of artificial intelligence is healthcare. Professionals want to improve patients' experiences. Pharmaceutical companies apply machine learning to have more precise and errorless diagnoses. A well reputed implementation of AI in healthcare is the IBM Watson which is capable of understanding natural language and has even the ability to answer questions. The technology digs into the patient's data and possible hypotheses to come up with the best assessment of the case (Rouse, 2018). Chat bots are also used to keep track of appointments, follow ups and other medical processes.

Artificial intelligence in education automates grading so as to make the process as fair as possible to the students (Volini et al., 2017). It also gives more time to the professors for doing research and other academia related tasks. AI can also take the place of teachers in the future as it has the ability to adapt to each student and teach him/her at his/her own pace.

Finance also benefits from artificial intelligence as we see the rise of applications that have the know-how of traders. They can advise the client on investment possibilities and best practices to adopt. The vast majority of trading in Wall Street is done by software. Law is another field where artificial intelligence has proved to be of significant impact. Finding evidence is an extremely tough process for humans: this is where artificial intelligence intervenes for a more efficient use of time. Some companies are elaborating solutions for Q&A computer assistants than can use jurisprudence to give advice on legal issues (Bhardwaj, 2019). Last but not least, AI is being used in manufacturing; especially by car manufacturing companies that have robots in their chains of production to perform tasks that used to be human's responsibility in the previous years.

**Surprise me**  
Screening process takes 8 minutes using AI technologies compared to a 32 minutes by an experienced human resource professional  
*Tegmark, 2017*

## STRENGTHS

Digitalisation of HR practices has created a strong B2B industry and reduced hiring bias.

## OPPORTUNITIES

Digitalisation of the business processing is creating a new industry and opportunities for start up to jump in the B2B business.

## Weaknesses

Machine intelligence will someday be bigger than human intelligence, which constitutes a future weakness. It is important to have this in mind from today in order to anticipate the possible unwanted consequences of this.

## THREATS

Decrease and elimination of old traditional human resources positions as AI is taking over. Discriminatory bias may persist for examples in recruitment, as AI is designed by humans.

# SWOT

## DISADVANTAGES OF ai

It is agreed in the scientific world that artificial intelligent is not going to exhibit human feelings, namely hate, love, benevolence or disappointment. On the contrary, artificial intelligence can be risky at times in the scenario when it is programmed to have some devastating actions (Rouse, 2018). An example could be autonomous weapons that are programmed to kill and could represent fatal casualties. These weapons can lead to wars of artificial weapons which can have far more repercussions on the people. It is important to monitor the use of these weapons and most importantly the persons doing the coding of these weapons (Volini et al., 2017).

Another risk is that programmed artificial intelligence may be developed to do beneficial tasks, but have unwanted results (Bhardwaj, 2019). This can be easily achievable when the programmers fail to align their interests and goals with those of the machines. An example is that if you ask an intelligently programmed car to take from point A to point B as fast as possible, it may go through red lights and take routes that do not respect the traffic laws but it will most definitely get you there on time (Bhardwaj, 2019). The concern about advanced artificial intelligence is the outcome of their use, not the technology itself.

Many famous personalities in the business world like Bill Gates or Elon Musk have expressed their concern in the media and through letters to the public about risks of the use of artificial intelligence. The idea is that the extensive use of artificial intelligence can lead to what we see in science fiction movies. The saving factor in this matter is that the outcomes of using artificial intelligence can be of huge benefits. Some experts state that the human level of intelligence can be reached by artificial intelligence maximum by 2060 (Bhardwaj, 2019).

**33%**  
of HR teams  
are already using AI  
*Volini et al., 2017*

The artificial intelligence engines have the potential to surpass human intelligence. It is therefore important not to use past technological developments as a basis for future developments. People are now the ones controlling the planet, not because of our natural abilities – we are not the strongest, biggest or fastest creatures – but thanks to our intelligence and powerful ability to adapt and be agile. This is why it is important for people to keep the upper hand and have the control and not create machines that are smarter than us. The flourishing of the civilization will always depend on the extent to which we control and monitor the technological advancement.

## AI in Human resource management

Job openings in big companies gather hundreds of applications, but only roughly 10 percent of these applications have a real link to the nature of work required. Scanning job advertisements is time consuming and can be even frustrating at times (Rouse, 2018). This is the way it was done in companies across the globe until recently. Thanks to the advancement of systems supported by artificial intelligence, this process is now dealt by software and algorithms that can retrieve the best applicant profiles in few seconds.

This is just one example of the way artificial intelligence can be used in giving a new frame to the human resource function. Talent acquisition is not the only beneficiary from artificial intelligence systems, other processes like training, onboarding, performance appraisal and feedback benefited from AI. These systems decreased the burden of administrative tasks, allowing humans to focus time and energy on other more important aspects of the human resource function.

The invasion of artificial intelligence dictated new rules of looking at the human resource function. Previously, HR departments used to put efforts to have common HR guidelines while they now focus more on optimizing employee performance, growth and engagement. HR teams used to focus more on the implementation of enterprise resource planning (ERP) while they go further now to develop digital capabilities that put emphasis on productivity in the workplace. HR programs are now more suited for each employee and his/her needs and drivers, versus more generic programs for all employees in the past, regardless of their background (Bhardwaj, 2019). The following table done by Deloitte (Volini et al., 2017) benchmarks old rules of human resources and new ones after the implementation of artificial intelligence tools.

## DIGITAL HR: OLD RULES VS. NEW RULES

▼ Deloitte University Press, Volini et al., 2017.

OLD RULES	NEW RULES
HR departments focus on process design and harmonization to create standard HR practices	HR departments focus on optimizing employee productivity, engagement, teamwork, and career growth
HR selects a cloud vendor and implements out-of-the-box practices to create scale	HR builds innovative, company-specific programs, develops apps, and leverages the platform for scale
HR technology teams focus on ERP implementation and integrated analytics, with a focus on "ease of use"	HR technology teams move beyond ERP to develop digital capabilities and mobile apps with a focus on "productivity at work"
HR centers of excellence focus on process design and process excellence	HR centers of excellence leverage AI, chat, apps, and other advanced technologies to scale and empower employees
HR programs are designed for scale and consistency around the world	HR programs target employee segments, personas, and specific groups, providing them with journey maps relevant to their jobs and careers
HR focuses on "self-service" as a way to scale services and support	HR focuses on "enablement" to help people get work done in more effective and productive ways
HR builds an employee "self-service portal" as a technology platform that makes it easy to find transactional needs and programs	HR builds an integrated "employee experience platform" using digital apps, case management, AI, and bots to support ongoing employee needs

## ai in recruitment and onboarding

Scanning applications happens to be the first step of human resource involvement in employee's life in an organization. Other steps are included in this process, such as scheduling interviews or sending reporting reminders for the interviewers. Making these tasks automatic saves a lot of precious time and makes the hiring process more convenient. Additionally, a good combination of automation processes and human interaction gives timely and accurate outcomes and a quick transfer of pieces of information. Human bias is also eliminated in the process of short-listing applications.

Apart from software for scanning, human resource departments are increasing the use of artificial intelligence backed programs for onboarding employees. As a new hire, one is expecting to be welcomed by the organization and be given visibility on one's role (Rouse, 2018). Some companies have chat bots installed in the new hire's computer

desktop that gives him/her all the necessary information about different subjects in the organization (Bhardwaj, 2019). Other information like team members, reporting line and tasks assigned can be found under applications as well.

Performing repetitive tasks in a world where technology spins the world at a faster pace can be frustrating for high potential employees. Artificial intelligence gives now the ability to human resource professionals to get rid of this burden by having systems that do such tasks very quickly and with a better precision than humans. An example can be the questions received from employees regarding general HR matters. These questions can be easily answered thanks to artificial intelligence powered tools that act as digital helpdesks for employees.

# ai in retention, Learning and Development

Big data has given its users the ability to monitor performances in organizations in a lively and confidential manner. We can already witness the existence of artificial intelligence platforms specialized in detecting employees who have the will to leave the company. This is usually a subject of debate as tools used in such circumstances leave room for questions when it comes to ethics. Moodometers are tools that were created to monitor and measure the mood of employees over periods of time. These tools can be very useful to detect employees' involvement and motivation issues and the steps that need to be taken by the human resource department of the company (Bhardwaj, 2019).

It is common to have learning and development programs for managers and employees with more seniority in the company. Nowadays, numerous artificial intelligence based programs are used by employees to improve their skills in different business aspects. Gaming based AI programs are at development stage by companies to help employees build their skills. These digital games/courses have usually a short duration in time and give their users the ability to learn in online modules, anytime and anywhere.

*Artificial intelligence is the engine that is fuelling HR analytics and thus allows companies to exploit data and make of it an important asset for people management.*

Carlos Vercellis, Professor of Machine Learning  
at Politecnico di Milano

Artificial intelligence has influenced the lives of Humankind for a couple of decades. Nonetheless, its use in human resource management is only a few years old. Important amounts of money are being invested in research and development when it comes to AI in HR. Many tools that take the burden of doing repetitive tasks are being handled by artificial intelligence nowadays, in addition to predictive analyses as well. Moreover, chat bots and self-service desks are already put in place by big companies to solve human resource issues like generating assignment letters, forms and payslips to name a few. According to Rajeev Bhardwaj, VP of HR in Sun Life financial services in Asia: "a survey of HR executives by IBM in 2017 found that half of them recognized the power of cognitive computing in transforming key dimensions of HR. This is clear indication that AI is set to become a redefining force in HR" (Bhardwaj, 2019).

## Market examples

### #1\_ PIRELLI

**Business problem:** identifying the employees who need more training for a certain machinery was time consuming and inefficient.

**Challenge:** implementing a technology that will allow real-time data management of different workers as well as real-time interaction with operators.

**Solution:** Developing an app using AI to identify the operators in machineries needing training and proposing a real-time management of this subject.

## Executive Recommendations

While AI has a very strong potential in HR as presented in the chapter, it needs to be used with care in order to avoid that AI takes the role of humans within the organization. Companies should make sure that data gathered from employees and other stakeholders in the company remains confidential and that it is used in an ethical and respectful way. HR departments should make use of artificial intelligence to reinforce its strategic impact by adding more value to the company, including getting rid of the most repetitive tasks. AI brings new opportunities to the HR function, but people should remain in charge of people management and establishing the HR strategy of organizations.

Marouane ALIAT - HR Professional

[LinkedIn profile](#)

### sources

- > Bhardwaj, R. (2019). *How AI is Revolutionizing the Human Resource Functions*, Entrepreneur, [link](#)
- > Rouse, M. (2018). *A machine learning and AI guide for enterprises in the cloud*, [link](#)
- > Tegmark, M. (2017). *Benefits and risks of artificial intelligence, future of life*, [link](#)
- > Volini, E., Stephan, M and Walsh, B.. (2017). *2017 Global Human Capital Trends*, [link](#)

# BIG DATA

BY Laura Barrios Miguélez



## What is the trend? What impact on people management?

Big data is a collection of data from traditional and digital sources inside and outside the company that represents a source for ongoing discovery and analysis to improve the products, services, policies, strategy and people management. Big data is defined with five V's: volume (amount of data), velocity (speed of the flow of information), variety (type of data available), veracity (truthiness of the data) and value (it gives an extra value to the companies).

Big data has an impact on people's management as information is key to HR. It has increased the availability of information for and from the employees to improve compensation and retention, to create new benefits that employees value the most, and to target new necessities of employees and in Talent Acquisition it has improved the search, analysis and recruitment of candidates.

**Human Resources Big Data is the data relating to people's management, which storage capacity is bigger than the one which can be processed by a simple system. The consensus is clear: Big Data brings disruption that can change the actual business. The use of HR Big Data in companies will bring in the following years a more organized, direct, high-speed and satisfactory management within the company.**

**With the number of growing employees in corporations, people management has to adapt to new technologies on order to deliver a faster decision-making in internal policies. HR is one of the departments in a company where data is more valuable and has to adapt to the changing market trends. As the executive summary published by Accenture specifies, 79% of companies that do not embrace Big Data may lose their competitive position in the market and even face extinction (Accenture, 2014).**

Not only having the ability to analyse data, but to get insights, and then, create policies, which will have an impact on the employee's quality of work and day-to-day company experience. Consequently, impacting in long-term employee satisfaction and retention.

Thanks to Big Data HR is able to benchmark turnover and create retention models (Sheffield, 2018). As a consequence of this analysis, HR can offer smarter and more innovative solutions for current issues within the companies such as the return or investment and on impact on trainings, employee productivity.

*I believe that the data will set you free. At the end of the day, it's about how do you turn those pieces of information into insights that will improve business.*

Harvard Business Review, 2015

One of the main challenges for HR Big Data is how to analyze it in order to convert it to trends and internal policies. The HR department has an increasing amount of employee information, both as the company size increases and the time passes. The present data is not enough for HR management, as the past data can also project future trends and help HR analysts to understand the employee needs (Barman and Ahmed, 2015). The recruitment of the employees has increased, as the SAS report explains in the following graph.

The main challenge for the following years is to have the correct people in the correct post, and HR is the department in charge. If the HR Big Data trend is going to increase in the following years, as the graph shows, HR needs to have in their teams destined posts which analyze the Big Data information. Human resources departments will need talents in charge of analytics to manage the future data-driven world (Mckinsey, 2016). When HR has the right people with required skill will analyse Big Data correctly and at the correct time, then the actual value of Big Data will appear.

SAS report, 2013 >

Big Data used in human resources management is referring to the study and use of data sources to evaluate and improve HR practices including performance, compensation and benefits, recruitment, career development and training.

**The real challenge of Big Data is how to convert the data in real insights. It requires following three steps (Kumar, 2019):**

**1\_Predictive analysis:**

Interpretation of the data it is the clear attempt to forecast what could happen in the future based on past data.

**2\_Analysis and monitoring:**

Gathering data related to why trends and events took, take and will take place.

**3\_Reporting and creating content:**

Showing the interpretation of the content and using it as a benchmark for future studies.

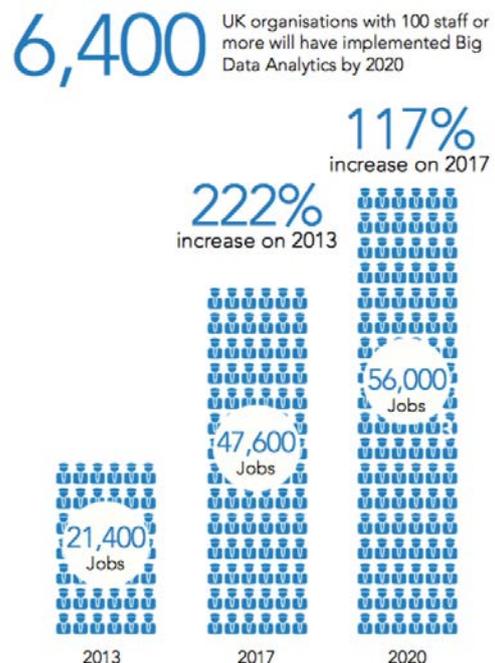
Some of the standard HR metrics include recruitment, compensation and benefits, training, workforce, organization effectiveness, retention, performance and career management (Zaremba, 2017).

## employee retention

Predictive analytics could improve employee retention. This analysis of big data can produce a more structured and less biased studies on how the workforce is responding to the company's culture, how they are being understood in order to retain them. All the employees are seeking a professional reward and HR Big Data can improve the employee management by creating adequate salary policies.

For example, in order to be considered as the best company for its approach on people's management, Google's policies and decisions are based on what the internal data said would increase employee satisfaction. These policies include staff free meals, generous paid holiday allowances, access to "nap pods" for snoozing during the day, and space to grow their own fruit and vegetables at work.

### BIG DATA JOB OPPORTUNITIES TO 2020



## STRENGTHS

Available data to compare the HR trends, preferences and policies, where samples are significant. Increase the profits of companies and have the correct talents for the correct posts.

## Weaknesses

Requires trained and qualified human interpretation to predict HR insights from Big Data. Expensive tools to produce meaningful information. Complexity to have real-time insights to adapt HR policies.

## OPPORTUNITIES

Better knowledge of the employee's needs, position the company as a leader employer. Be able to predict HR results and trends. Have HR policies adapted to employee's needs. Improve retention, less costly turnover.

## THREATS

High cost to obtain good results. Behaviours of the society revealed and less protected data. How to protect the generated data of your employees. Data can not always predict human behaviours, patterns and mind-set. Breach of GDPR laws in Europe.

# SWOT

## recruitment

Recruitment is one of the areas in Human Resources that is facing more changes in the past and actual years. Artificial intelligence with the input of Big Data has improved and eased the recruitment system. New technologies have been changing recruitment as HR Big Data has and will. Two big examples for this Big Data are LinkedIn and Glassdoor, which offer special information of the candidates after using Big Data analysis (Marr, 2019).

Xerox has used in the past recruitment process of the call center Big Data tools to be able to recruit 48,700 employees. The results over a six-month period were so positive (cutting the attrition rate to a 20%) that they keep using Big Data for their recruitment processes.

Going further with recruitment, in order to be able to recruit talent, HR management can identify through Big Data what kind of soft, hard, and other skills are needed based on the companies' strategy. By using machine learning or other HR Information Systems, thousands of CV's can be filtered looking for specific skills required for the job. David Woodward, chief product and innovation officer at Ceridian UK says: "From an HR and recruitment perspective, Big Data enables you to analyze volumes of data that in the past were hard to access and understand" (Smedly, 2014).

## Surprise me

There is almost 10 times increase Big Data staff from 2008 to 2013 with an average increase of 212%

SAS report, 2013

## employer branding

Employer branding is part of the storytelling experience of internal employees to create a positive and attractive image to external candidates. Big Data can predict trends on what type of companies the actual candidates are looking for. For example, the millennial generation is corporate responsible oriented and have preferences in home-office, flexible schedule and motivating job positions. Big Data can be a valuable tool for this area as most companies are trying to project and external image but it may not be the one requested by the workforce. It can attract future employees, seek for transparency and create a better image of the company.

## Knowledge management

Training, and therefore career development is one of the main motivation for employees. HR software can help, through analytics and Big Data analysis, to find the gaps of the knowledge within the employees to create new development plans, new trainings on specific topics and to produce useful knowledge to improve the employee's work quality and the company's benefits.

# FUTURE CASTING

In human resources management actual data is not enough. There has to be compared to data of past trends, actual trends and future trends. Predictive analytics helps the companies to see common patterns between past trends and understand the new ones coming. Future casting is a way to explain the analysis of Big Data into insights. To have the data is not enough, and the key to people's management trends will be a product of the interpretation of the information (Kumar, 2018).

Performance, as McKinsey explains, can be improved by using data to study its variability depending on the job, specificities of the employee and how to improve the top management and high flyers performance (Manyika and Chui, 2020). For example, Bank of America used HR software to study the preferences and interactions between the teams of those employees who were good performers. This allowed them to review their high potential career management.

With intelligent, data-driven people management, the top priority is to add value to the organization in the smartest way possible, using all the tools at the HR team's disposal: data, sensors, analytics, machine learning, artificial intelligence, and more (Barman and Ahmed, 2015).

**Market revenues will increase from \$42B in 2018 to \$103B in 2027 and 79% of enterprises who don't embrace Big Data may face extinction**  
*Accenture, 2014*

The future challenge is how to find an easy and accessible solution in capturing, storing, sharing, transferring, analysing and visualizing all those unstructured, structured and semi structured data (SAS report, 2014)

In the next years, HR has to lead the digital transformation within the companies. The best way to create the digital culture and to motivate employees to adapt to this new digital era is to embrace Big Data in the human resources day-to-day practices. Most companies will be forced to include Big Data in order not to disappear, but many others will see HR Big Data as an advantage and a helpful tool to produce better quality outcomes.

Now, it's the time to change the HR strategy, to adapt to technology and to find people management solutions by using Big Data.

## Market examples

### #1\_ XEROX

Has recruited 48,700 call center employees using Big Data tools. The results over a six-month period were so positive (cutting the attrition rate to a 20%) that they keep using Big Data for their recruitment processes.

### #2\_ GOOGLE

In order to be considered as the best company for its approach on people management, Google's policies and decisions are based on what the internal and external Big Data said would increase employee satisfaction. These policies include staff free meals, generous paid holiday allowances, access to "nap pods" for snoozing during the day, and space to grow their own fruit and vegetables at work.

## Executive Recommendations

**Prioritize and allocate a budget for investing in HR IT tools. In the coming years, in order to be a successful and sector leading company, Big Data must be an integrated tool for the Human Resources department.**

**Create a data-oriented culture and maintain data analysis expertise at the staff level.**

**Create specific jobs and a department in charge of Big Data HR analysis. A department dedicated to Big Data management, analysis and interpretation to create HR policies.**

**Use the insights gathered to improve the employees experience in the company transforming them into HR policies (specific and targeted benefits, transforming them into recruitment and productivity data, analysis of how to motivate employees, retention strategies, among others).**

**Laura BARRIOS MIGUELEZ** - HRBP (Retail France, Estée Lauder Companies)

[in LinkedIn profile](#)

### sources

- > Accenture (2014). *Big Success with Big Data*, Arup and Hussain, [link](#)
- > Barman, A. and Ahmed, H. (2015). *Big Data in Human Resource Management - Developing Research Context*, researchgate, [link](#)
- > Boudreau, J. and Rice, S. (2015). *Bright, Shiny Objects and the Future of HR*. Harvard Business Review, [link](#)
- > Kumar, V. (2018). *How Can Big Data Transform Human Resource Management*. Hrtechnologist, [link](#)
- > LMA recruitment (2019). *How Is Big Data Changing The Way Companies Recruit?*, [link](#)
- > Manyika, J. and Chui, M. (2020). *Big Data: The next frontier for innovation, competition and productivity*. [ebook] McKinsey& Company, [link](#)
- > Marr, B. (2020). *Data-Driven HR: How Big Data And Analytics Are Transforming Recruitment*, Forbes, [link](#)
- > Mckinsey (2016). *The age of analytics: competing in a data-driven world*, [link](#)
- > SAS report (2013) on *Big Data Analytics Assessment of Demand for Labour and Skills 2013-2020*.
- > Sheffield, L. (2018). *ADP BrandVoice: Big Data Helps HR Unlock Robust Employee Retention Strategies*, Forbes, [link](#)
- > Smedley, T. (2014). *Forget the CV, data decide careers*, Financial Times, [link](#)
- > Zarembo, M. (2017). *6 Ways Big Data Will Change HR* - Aberdeen, [link](#)

# CSR (CORPORATE & SOCIAL RESPONSIBILITY)

BY LAWRENCE BELLON



## What is the trend? What impact on people management?

According to the Cambridge Dictionary (2019), CSR is “the idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes”.

From a people standpoint, it means that as consumers, individuals are putting an increasing pressure under companies with non-compliant practices, or regarding their old-fashion way of doing business. As employees, they gradually expect to be part of a project (the purpose of the company) which makes an impact aligned to their values and beliefs.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

Six years after the event, the collapse of the Rana Plaza building in Bangladesh remains in our minds. On April 24<sup>th</sup> 2013, 1127 workers died in the accident. They were working in a garment workshop for many western companies. This painful event highlighted the practices of the industry to customers. It showed at what stake companies would try to win and lead the fast-fashion industry. After that, many actors of the industry made the decision to be more conscious about sustainability, the respect of human rights, corporate transparency, and so on. Pious hope.

In this context, companies need to show that they bring value to Society or at least give back. The concept of Corporate Social Responsibility (CSR) is suitable to that aim. According to the Cambridge Dictionary, CSR is “the idea that a company should be interested in and willing to help society and the environment as well as be concerned about the products and profits it makes.” The concept is not new, it appeared in the early 1900’s in the United States. Since that period, the definition of the central issues of CSR are under debate. Originally, CSR endorsed the philanthropic role of business in the US and the UK. Then, the debate over the role of industrial development in social conflicts, work conditions and poverty pushed companies to gradually have more social impact. Progressively, CSR became a mean to

justify capitalism, arguing that companies’ interests are the same than the countries’ interests.

Years later, the need for organizations to prove how useful they are to Society is still a matter of concern. Even more than investors, consumers and employees now have the possibility to backlash what companies do. Each one of them can have a voice through social media platforms and collaborative tools. Employer Branding was shaken by tools like Glassdoor. The mass consumption brands are paying way more attention to what is said in the mobile applications such as Yuka because it is impacting the business and the future of each company in a direct manner. For many years, the chocolate spread Nutella was boycotted for its impact on the deforestation. Even if Ferrero reshaped the recipe to make it more compliant to the consumers expectations. The product still suffers from a bad reputation while WWF ranked the brand as one the most sustainable user of Palm oil in 2020.

To balance back this trend, companies aim to prove they take actions. Being helped by a third party is tempting...it was the case for several decades of book validation in the financial function. However, to imply such means for CSR, the struggle needs to be real...

## a unique OPPORTUNITY FOR ORGANIZATIONS

Formally, to balance their activities, enterprises have a huge piece of work. In fact, companies inherited from the previous centuries a way of producing and selling that was taking into account only the financial aspect of their businesses. The planet suffered a lot of that way of thinking. With some figures and facts, we can tend to think that firms will have no choice than changing the philosophy of what they do in order to save the planet, the only one we have got. In that area, the task to accomplish needs to be ambitious.

On September 3<sup>rd</sup> 2018, the French physician Aurélien Barrau and 200 celebrities (Barrau et al., 2018) were in headline of the journal “Le Monde”. They aimed to push the French government to take “immediate and firm actions” because we are facing “the biggest challenge in the mankind history”.

A month later, on October 10<sup>th</sup> 2018, the journal “Le Monde” had another headline saying: **“IT IS NOT TOO LATE TO ACT ...”**.

This headline is impactful because, the last time they used this kind of typography in the headline, it was during the Second World War after the first use of the nuclear weapon. The aim is to show that the danger is at least as important. They were reporting the potential disappearance of 1 million species, a massive loss for biodiversity. The worldwide study where that figure comes from explains that it is due to human-being activities. The over-exploitation of Nature is conducting us to a disaster that we could not overcome if we do not act now listening to the researchers.

### Surprise me

The group AXA agreed to stop insuring fossil energy actors. They lost 700 millions of revenue from these clients

The survey conducted by a group of researchers for the United Nations analyzed more than 120 countries’ biodiversity. They found out that more than 500 million species will disappear soon if their habitat is not restored. In fact, the destruction and the fragmentation of species habitat are due to the deforestation for the benefit of agriculture, the plantation of palm oil, the livestock farming, the mining, and so on.

These contributions from nature to the human population are crucial for existence and life quality. 2 billion people depend on the wood for their energy needs, 4 billion people rely on natural medicine to cure themselves, more than 75% of fruits and vegetables culture depend on pollination, natural areas absorb 60% of the greenhouse gas coming from human activities. The disaster coming can be prevented if we act now by “switching the worldwide economy to a sustainable economy”.

May 10<sup>th</sup> 2019 was for Europe, the Overshoot Day. This index is calculated by the NGO WWF. It means that, from this day, what the planet can provide in a year to the European has been completely consumed. More precisely, if all the planet had the same lifestyle than in Europe, we would need 2,8 planets. Obviously, the Overshoot Day of the United States was in March. It would require 7 planets to have everyone living the same way. We learn from WWF’s survey that some countries still have a sustainable way of leaving. In fact, the calculated Overshoot days for Cuba, Niger and Morocco are still around December. It shows that all countries are not equal... It complicates the regulation in Europe particularly.

## STRENGTHS

Companies are given more responsibility to act, help employees to find meaning, the gradual improvements of the engagement in favor of fairness

## Weaknesses

The utilitarian logic avoiding actions and investment, a high-level of communication and a low level of action for some stakeholders (cf. Greenwashing)

## OPPORTUNITIES

Society awareness, a competitive advantage in any market, moving forward the regulation and avoiding risks and penalties, create value through intangible assets (e.g people activism)

## THREATS

Political uncertainty and laziness on the topic, Social media backlash or boycott, losing people (clients, providers, employees) who do not consider CSR as a common concern

# SWOT

## HOW TO BUILD SUSTAINABILITY and TRUST

The worldwide negotiation during the COP21 in 2015 showed that countries have different objectives that exacerbate the difficulty to find “an agreement on the climate universal and ambitious” (cf. Laurent Fabius, President of COP21, former French minister). Observers identified two groups of nations.

The North developed countries within Europe and United States aiming to have a global agreement especially on the verge of the global warming but that are not willing to transfer the knowledge regarding green energy production. And the South countries within countries such as Saudi Arabia, China, India and Venezuela that prefer their economic development and catch-up instead of more transparency in their greenhouse gas emission and the reduction of dependency to fossil energy. In between, some countries see the threat of the global farming and the rise of ocean level. Since, the signature of that agreement, not so many things had changed.

The cause is even more in difficulty since the election of Trump then of Bolsonaro. Trump quit the Paris agreement. And Bolsonaro announced his willingness to increase tremendously the exploitation of the Amazonian forest.

According to the research conducted by Swaton (2015) on CSR legitimacy, the development of CSR is linked to the regulation in terms of Labour laws and the social debates about the legal working day in the 1950's. In that period, organizations were asked to make decisions that fit the desirable aims of future societies. From an employer's point of view, this trend was seen as an opportunity to merge interest of companies and common concern, to justify capitalism, to ensure equal treatment of every stakeholder, and to make companies more sustainable.

In order to enable what was described above, ethical thinking started to emerge as a necessity. The definition of responsibility had to be broader from a legal perspective. Responsibility was considered as “responding to its own actions” by repairing damages. This assertion needed to be completed with two additional ideas: responding to the

risk by preventing dangers and accidents, and to be in charge of security by using the precautionary principle. CSR came into companies to embrace a more ethical view (Capron and Quairel-Lanoizelée, 2010).

In fact, the role of ethics and responsibility given to companies was due to the diverse interpretation made by governments. For example, the British government did not want to increase the pressure on regulation due to the fact that they encourage philanthropy, while the French and Italian governments pointed out the key roles of the State in such policies. These differences were a pure question of political philosophy. In addition, the stakeholder theory allows us to distinguish the role of “Nation-State” and the role of “Society”. It promotes the fact that we should collectively be organized instead of having individual initiatives, for example having one company act in favor of CSR practices, but having others be against them. This conducted to the development of norms regulating on a society-wide scale. In this case, organizations would have a social role determined by Nation-State (Swaton, 2015). In a larger outlook, the lack of regulation on the CSR is the result of neutrality of law assumption (Frémaux and Noël-Lemaître, 2014). This neutrality aims to let the stakeholders define what he is the “good way” (following Aristotle terms, cf. Frémaux and Noël-Lemaître, 2014). This conception of neutrality lets a lot of liberty to decide what CSR should be and in what interest.

**1 million**  
species facing extinction

**1 Planet**  
with limited resources

*“ I encourage each and everyone to find in him/herself a source of indignation that make us activists. Being an activist, means to understand the fruitfulness and the power of action which is not measurable with figures. ”*

Emmanuel Faber, CEO, Danone

From these assertions, CSR became a tool for institutionalization of firms and also for legitimacy. CSR has appeared as a tool of legitimacy for organizations and to tentatively re-legitimate their social role (Swaton, 2015). Ethic appears as a competitive weapon to make a company more sustainable.

This means that companies with labels and certifications could be considered as acting in favor of the environment and societies. However, an important issue remains unsolved: due to the absence of regulation, a lack of control of CSR practices persists. The goodwill of companies has not been assessed enough (Swaton, 2015).

# COMPANIES TAKING THEIR RESPONSIBILITIES

Since his nomination as new CEO of the firm Danone, Emmanuel Faber embodies the change multinationals need to make. In fact, agribusiness is one of the most exposed industry to consumer. In this area CSR is very important. In 1972, Antoine Riboud, a former CEO said "Let's lead our enterprises equally with heart and head and let's not forget that if the energy resources of our land are limited, the energy of a motivated man is infinite". From that moto, Danone has developed a strong CSR culture. Concretely, the company relies on the development of Ethic certification and sustainability programs such as Danone Way (to promote sustainable development within the company) or Respect (to link economic and social objectives). When Emmanuel Faber is asked if his company still has a whistleblowing role and if Danone can change things alone, he advocates that the change will happen regarding the "scale and speed" of the actors engaged in it.

Axa is another example. The company announced in its 2017 annual report to have renounced to insure fossil energy industrials. This gesture, as simple as it is, incurred a loss of 700 million € in their revenue (according to that report). Axa Investment Management received a label rewarding its responsible investment policy.

To make their actions known, enterprises have to communicate about them. However, highlighting publicly some good practices expose the company to social backlash as well as doing nothing.

In the case of AXA, the French NGO "Amis de la Terre" (Friends of Earth) reported that the company is not going far enough in their aim to stop interacting with fossil energy companies. Following the NGO, AXA is still financing the activities of the RWE (a German energy conglomerate) in Africa. The feedback is always prompt when a company speak up about CSR.

The student manifesto for an ecological awakening (en français, manifeste étudiant pour un réveil écologique) is a good clue to spot what major companies will face in a foreseeable future. This petition was created by two engineering students and was spread within a month into all the French higher education schools. This manifesto counts more the 30 000 signatories. This figure is meaningful when it is compared to the number of young graduates who will be hired by companies in 2019, 50 000, according to the Association for Cadres (APEC, 2019).

# SERVING THE COMMON GOOD

Thus, these examples lead us to wonder if an enterprise engaged in CSR is an enterprise that generates job satisfaction and engagement. Some researches tried build answers.

Frémaux and Noël-Lemaître (2014) work reminds us that, most of the academic researches spotted the CSR policy as an utilitarian aim to justify the cost engaged in favor of employees and environment protection. This point of view stands for the positive correlation between CSR and financial performance. This mechanist vision of enterprise is not necessarily harmful for employees and all stakeholders. In fact, the engagement of enterprises, whatever the reasons behind, is positive for Society and it could also become a good lever of retention.

Lee and al. (2009) empirical study shows that employees' perceptions of corporate social responsibility have a significant influence on organizational commitment. According to them, employees assume that if their company is ethical, the company will also treat them in an ethical manner.

Frémaux and Noël-Lemaître (2014) identified a good takeaway from the legal and political context of CSR. CSR represents a corpus of guidelines that would help managers to gain consistency and legitimacy, to justify what is not necessarily economically profitable but will benefit the common good.

## Market examples

### #1\_ DANONE, FRANCE

A company engaged for Earth and for People, promoting their CSR actions with the moto "One Planet. One Health.", a better brand image and engagement of employees

### #2\_ VEJA, FRANCE

A sustainable company communicating on, fairness & sustainability in all the value chain and promoting the idea of a retail & fashion company that succeeds without sacrificing People and Environment

## Executive Recommendations

Keep on searching more sustainable ways to do things (question even the basic things in the company such as the electricity consumption) and communicate about it.

Give up (at least sometimes) the utilitarian approach. Do not always look for an answer to why the company needs to invest in CSR. If it is a good thing, it will be rewarded back.

Give time to people for them to contribute to society in a concrete way.

Lawrence Bellon – Talent Manager, Danone

[in LinkedIn profile](#)

### sources

- > Frémaux, S. and Noël-Lemaître C. (2014). *Une analyse philosophique du management de la RSE: de la difficile conciliation entre l'ordre économique, l'ordre juridique et l'ordre moral*, Management Avenir, 73:7, 107-22
- > Lee, T-Z., Ho M-H., Wu, C-H. and Kao, S-C. (2008). *Relationships between employees' perception of corporate social responsibility, personality, job satisfaction and organizations commitment*, Researchgate, [link](#)
- > Swaton, S. (2015). *La responsabilité sociale des entreprises: un sursaut éthique pour combler un vide juridique?* Revue de philosophie économique Vol. 16:2, 3-40.
- > WWF (2020). *Palm oil buyers scorecard: Measuring the progress of Palm Oil buyers*, [link](#)
- > Capron, M. and Quairel-Lanoizelée, F. (2010). *La responsabilité sociale d'entreprise*, La Découverte

### press articles

- > *Au Brésil, la biodiversité en péril*, France Culture, [link](#)
- > *Biodiversité : Une Espèce Sur Huit, Animale et Végétale, Risque de Disparaître à Brève Échéance*, Le Monde, 2019, [link](#)
- > *Charbon : Accusés de Financer RWE, BNP Paribas et Axa s'expliquent*, Novethic article, 2018, [link](#)
- > *COP21 : "Il est trop tard pour un échec"*, Le Monde, 2015, [link](#)
- > *Danone, l'exemple d'une Analyse RSE : Présentation et Contexte*, The Green Lab, 2015, [link](#)
- > *Greta Thunberg's emotional speech to EU leaders*, Le Monde, 2019, [link](#)
- > *Interview : Emmanuel Faber, CEO de Danone : "Sans les grandes marques, le monde aura beaucoup plus de mal à se transformer"*, L'ADN, 2019, [link](#)
- > *Le plus Grand Défi de l'histoire de l'humanité: L'appel de 200 Personnalités Pour Sauver La Planète*, Le Monde,, [link](#)
- > *Les Amis de La Terre, Assemblées Générales de SCOR et d'AXA : De Nouvelles Mesures Bienvenues Mais Insuffisantes Pour Le Climat*.
- > *Manifeste étudiant pour un réveil écologique*, [link](#)
- > *EU "outright Dangerous" in Its Use of Natural Resources*, Says WWF, The Guardian, 2019, [link](#)

# DATA readers

BY FANNY BONDUELLE



## What is the trend? What impact on people management?

Data readers are people with the unique ability to combine and interpret data in a meaningful way. This competency is becoming extremely valuable for companies but remains scarce. The way to analyse data has drastically changed from traditional data analysis to big data analysis. Some argue that no hypothesis is required anymore. The data readers are hunted by companies who are willing to provide very high compensation to attract them as the need is far greater than the amount of data readers on the job market.

Impact on people management: HR involvement will be key in hiring, retention, nurturing of data readers talents. Data readers now become highly critical in people analytics for talent acquisition, employee engagement, talent management...

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

**Gartner (2019) defines big data as “high-volume, high-velocity and/or high-variety information assets that demand cost-effective, innovative forms of information processing that enable enhanced insight, decision making, and process automation”. Big data has resulted in sufficient data to be available from all areas of life. In this recent context, the Data readers now become highly critical. Been handling a huge amount of data yet, in the beginning, it has been used mainly for descriptive reporting (Coron, 2019). This has evolved with the appearance of HR analytics at the same time as big data was reaching marketing and web services leading to the practice of “evidence-based management” (Pfeffer and Sutton, 2006). The way to analyse data has indeed drastically changed from traditional data analysis to big data analysis leading some to argue that no hypothesis is required anymore in decision-making. Chris Andersen (2008) explains indeed that with the increasing amount of data available today, companies such as Google do not need to settle for models anymore and can simply analyse data to have answers. By using large pool of customer data from all researches made on the internet, or even past purchases and interest posts followed on social media, companies don’t need to guess what their customers want, they have the ability to know: “with enough data, the numbers speak for themselves” (ibid.).**

This “end of theory” theory is not shared unanimously in the practice. One critique is that there will never be enough data in one area of research to avoid the biases and errors in data (Graham, 2012). However, in 2013, IBM released a research stating that 90% of the existing data had been generated in the previous 2 years (Jacobson, 2013) and just like the pace of technical evolution, the production of data is exponential. In the future, it is probable that there will be enough data and good enough access to it so that no sample will be needed anymore. It is likely that the ultimate data base for analytics will be N = all (Mayer-Schonberger, 2014). Big data defined as N = all leaves no room for biases and errors.

Tim Harford (2014), embodying another critique, condemns the “end of theory” idea as “at best [an] optimistic oversimplification”. He points out that samples used today for data analysis are often biased and that the methods used lead to replace causation by correlation, which does not always bring truth. Tim Harford also explains the

Google Flu Trends: a quick, cheap, theory-free tracking of the spread of influenza across the US. By using search terms related to the flu or pharmacies searches, Google managed to accurately track the flu outbreak. However, this did not last eternally because people started to do google searches on the influenza by curiosity or fear without being sick themselves. According to him, Google’s engineers kept using the same key words without accounting for this new kind of researchers or any other correlated search that might not reveal actual causation.

This could be fixed if the analysis of the data accounted for the difference between correlation made by algorithm and the proper causation. Algorithm may not be able to find causation, but people may. People with the unique ability to combine and interpret data in a meaningful way: Data Readers.

They are the prized talents that companies look for like pots of gold. They combine in one person data mining and analytics skills, business skills and interpersonal skills. They need not only to be able to analyse the data at hand with the help of algorithms but also to find causality behind correlation, mixing and crossing various sources of data in creative ways. Their patience, resilience and agility must be firm. They should have sufficient oral and written communication skills to popularize their findings to decision-makers in the companies and explain their jargon.

**“When you think about keys to big data success, you don’t likely envision HR as the driver. Yet, HR is the essential partner for targeting and obtaining the appropriate talent, refreshing job descriptions, identifying professional development resources for existing staff and fostering conditions to promote cross-functional collaboration.”**

Ashok, 2016

The new ways of working with big data should and will probably be leveraged in the near future for people management. Data readers’ competencies are becoming extremely valuable for companies but remain scarce. Companies queue to seduce them and are willing to provide very high compensation to attract them as the need is far greater than the amount of data readers on the job market today. See the table below detailing the data jobs salaries in the United States of America in 2018 (Lo, 2018).

TITLE	DATA SCIENTIST	DATA ANALYST	DATA SCIENCE/ ANALYTICS MANAGER	BIG DATA ENGINEER
Description	Those with the job title of “data scientist” are generally experienced, expert-level professionals in data-driven organizations	Data analysts work hands-on with data and tend to be at a point in their careers when they are focused on building up data science tools and skill sets.	These professionals have one to three direct reports, sharp technical and quantitative skills, and strong leadership and business aptitude.	Engineers can solve problems and drive business value by building the platforms and applications that data scientists use to perform data analytics.
Average salary range	\$85,000-\$170,000	Entry-level salary: \$50,000-\$75,000 Experienced salary: \$65,000-\$110,000	\$90,000-\$140,000	Junior/generalist salary: \$70,000-\$115,000 Domain expert salary: \$100,000-\$165,000

▲ Lo, 2018

The abovementioned war on data readers talents proves that introducing data readers in all parts of a company, including the HR department, will be extremely valuable.

## STRENGTHS

Ability to analyse and interpret data in a meaningful way, bridge between algorithm results and business decisions-makers

## OPPORTUNITIES

Evidence-based decision making and management in all areas of business

## Weaknesses

Data readers talents scarcity on the market, ethical and legal limitation in data collection and usage

## THREATS

Engagement and retention issues, cost, data protection compliance risks

# SWOT

## Data readers WITHIN THE COMPANIES

Data readers are becoming valuable in every part of companies from financial teams to marketing, supply chains to front desks, from the fashion industries to food and beverage. In the first times, their work is likely to bring a great competitive advantage. Quickly after, as most companies won't wait to catch up, it will become vital. In 2016, about 32% of C-level respondents to a study confessed that big data had made things more difficult for decision-making (AICPA and the Chartered Institute of Management Accountants, 2016). Competent people with the ability to turn the oceans of data into drinkable water for thoughts will come with great relief and profitability.

As Noah Ashok (2016) explains, the human resources management has a key role to play in data readers' integration in the companies. Talent acquisition, employer branding and compensation and benefits teams will have to collaborate closely in order to attract these precious talents. Financial means for labour costs will have to be mobilised. In some companies, HR staff will thus have to participate in the convincing of decision-makers that opening a section of the budget on these people is likely to bring a great return on investment. In other companies, it might be much cheaper to find the talents internally. As Noah Ashok suggests, data readers may already be there, and HR should look in the finance teams as they "most likely will be talking similar issues on a smaller scale" (ibid.) and to have the required competencies. The HR teams in charge of training will thus be strongly involved. They must stay up to date with the fast evolution of the skills needed in order to provide adequate courses to develop their talents internally.

Because the war on data talents is raging outside, people managers will be facing retention and engagement issues with data readers as they are already facing today. Indeed, many other companies will try to poach skilful data readers with extremely attractive offers that may be hard to compete with. HR teams must face this challenge with creative solutions and careful observation of their talents' motivations and engagement levels. If this job is done poorly, data readers may turn into mere mercenaries leaving the companies with no option but to make the highest financial offers. This would neither be sustainable nor profitable for the market. Since data readers are valuable in every parts of the company, we are not talking about recruiting only one per firm but many. Data reading will become a core competency in many, if not all, areas of business.

**Surprise me**  
In 2016, about 32% of C-level respondents to a study said that big data had made things more difficult for decision-making  
Noah Ashok, 2016

Notwithstanding its traditional role of talent acquisition and management, the HR function will also be a key driver of institutional change in the future of work organisation. Pfeffer and Sutton (2006) argue that evidence-based decisions drastically challenge the hierarchy systems in companies. To them, "evidence-based practice changes power dynamics, replacing formal authority, reputation, and intuition with data" (ibid.) meaning that either skilful data readers will overthrow CEO monarchies for a flatter organisation of decision making; or that the best data readers provided with quality data will be the most successful absolute monarchs in the business world. The HR will thus have an important change management role to play to ensure the smooth transition with the organisation of the future. This role of HR will be both a cultural change management but also a very operational one i.e. helping potential restructuration and redeployments of workers.

## Data readers WITHIN HR

Data readers skills are needed, as mentioned, in all parts of the companies. As much as HR teams are key drivers in their integration in the companies, they should also be the beneficiaries of these skills. This has already started to appear in many companies under the name of "people analytics" or "HR analytics". At Schneider Electric SA for example, each region of the supply chain (Europe, Middle East and Africa, North America, South America, China...) have at least one HR analytics specialist. Again, this has mostly been used for reporting and legal compliance but with big data and its evolution, it can bring much more in terms of operational and strategic decision-making.

Data readers in talent management can help track the population engagement by crossing a variety of data (participation in the firms' activities, promotion of the company on internal and external professional social media...). Permanent feedback tracking and analysis with tools such as Bloomin and SuperMood can be a first-hand data source for their research. Over the course of one year for example, if most employees of a multinational company record their satisfaction in such tool, the data accumulated over the course of 6 months might be enough to be analyse by data readers. This could lead to significant change in the organisation for better employee satisfaction and engagement. Note that this can have a direct impact on the retention of employees and consequently on other data readers in the firm. For instance, in the years 2010, Google used data collected on its employees to enhance employee satisfaction. As a result, it has been voted the top company to work for in eight out of the last 11 years (Marr, 2018).

In talent acquisition strategy also, data readers can be of great help to put the right people at the right place. For instance, the airline Jet Blue used customer data analysis and figured out that costumers

preferred a flight attendant to be helpful rather than nice. In the past, JetBlue's talent acquisition strategy focused on hiring the nicest people. Based on their data analysis findings, they switched to hiring the most helpful ones. As a result, JetBlue observed better fit to the roles, higher employee engagement and retention, a 12% decrease in total absenteeism. The client satisfaction went up by more than a half point boost in its Net Promoter Score (The Wharton School, 2015).

**Average salary for a data scientist in the US varies from \$85K to \$170k**  
*DataJobs, 2018*

Another example of the need for data readers in HR is talent management. With sufficient data on the internal talents (manager's feedback, 9 box ratings, motivation and purpose for their job, career goals, development areas...), specialised data readers can help talent managers to create development programs that actually fit the employee's needs and desires. They could match data of the company's needs and that of the employee's aspirations. As big social data is available via LinkedIn, Viadeo and other professional and social networks, data readers may also mine in benchmarking to seek best practices in HR or career paths in order to provide innovative solutions to siloed and tired companies. Data readers could also help with more efficient internal markets to boost national and international mobility by matching needs. This is already occurring in a lot of companies but very imperfectly and relying mostly on algorithm with no human correction. Data readers skills are thus needed to improve these innovative people management solutions.

## DATA PROTECTION LIMITATIONS

The main limitations to data readers' work are ethical and legal. The availability and publicity of data is a very controversial issue especially in people management as most data are personal data or even sensitive personal data. After lacking behind on technologies advancement, legislations on the topic are now appearing everywhere aiming to put a frame on the collection and use of data. In Europe, the General Data Protection Regulation (2016/679) (GDPR) is the topical example of these restrictions. In order to protect individuals from the power of manipulation and abuse that may arise from data collection and use by companies and institutions, the European Union is replacing its former directive into a stricter, directly applicable regulation. The GDPR distinguishes regular data from personal data from sensitive data. A personal data is everything that can be linked to a person. This includes every bits of information that HR managers hold on the employees. Sensitive personal data are more private personal data (and as such they are protected with even stricter rules). They include information on health, family status, sexual orientation, etc... These can be handled by HR on a regular basis. The regulations restrict companies in the collection method, duration and exploitation of these data.

These restrictions vary in different parts of the world. The United States or China for instance have very different standards for personal data protections and this may lead to compliance issues in multinational companies regarding data readers' actions in people management.

## CONCLUSION AND RECOMMENDATIONS

To conclude, data readers are now a great opportunity and will become a great necessity for companies in tomorrow's world of business. Human resources specialists have an important role to play in the change management and the integration of data readers in both

the company and the HR function itself. Companies should seriously consider not whether but how to integrate data readers in every part of their business and HR must be the main partner for insuring the smooth transition toward the organisation of the future. While internal talent scouting for potential data readers and training for this talent's development is strongly advised, companies are advised to put the necessary needs in engagement and retention efforts.

## Market examples

### #1\_ JETBLUE

Jetblue, were hiring the nice people to be flight attendant, costumer data analysis, found out that being helpful overrides being nice. Results: better fit to the roles, higher employee engagement and retention, 12% decrease in total absenteeism, enhanced client satisfaction (more than a half point boost in its Net Promoter Score). (Wharton, University of Pennsylvania, 2015)

### #2\_ GOOGLE

Google, 2010s, used data collected on its employee to enhance employee satisfaction. Result: it has been voted the top company to work for in eight out of the last 11 years. (Forbes, 2018)

## Executive Recommendations

Integrate data readers in all parts of the company including HR on all topics (talent acquisition, employee engagement, talent development...)

Engage HR for the change management

Place the necessary means on data readers engagement and retention and try to nurture data reader potentials internally to limit costs

**Fanny BONDUELLE** - Talent Development Counselor

[LinkedIn profile](#)

**Watch here a short video by the author of the chapter presenting the essence of this trend.**

### sources

- > AICPA and the Chartered Institute of Management Accountants (2016). *Joining the Dots: Decision Making for a New Era*, in Ashok, N. (2016).
- > Andersen, C. (2008). *The End of Theory: The Data Deluge Makes the Scientific Method Obsolete*, Wired Magazine.
- > Ashok, N. (2016). *Big Data In HR: Unlocking the big potential behind big data, HR Strategy and Planning Excellence Essential*, Aurora.
- > Coron, C. (2019). *Big Data et pratiques de GRH*. Management Data Science, 3 (1).
- > Gartner (2019). *Big Data*, Gartner IT Glossary, [link](#)
- > Graham, M. (2012). *Big Data and the End of Theory?*, The Guardian, [link](#)
- > Harford, T. (2014). *Big Mistake?*, Financial Times, London.
- > Jacobson, R. (2013). *2.5 quintillion bytes of data created every day. How does CPG & Retail manage it?*, IBM Consumer Products Industry Blog.
- > Lo, F. (2018). *Data Jobs Salaries: An Inside Look, Data Scientist Salaries, Data analyst Salaries, DBA Salaries, etc.*, DataJobs, [link](#)
- > Marr, B., (2018). *Why Data is HR's Most Important Asset*, Forbes, [link](#)
- > Mayer-Schonberger, V., in Harford, T. (2014).
- > Pfeffer, J. and Sutton, R. (2006). *Evidence-based Management*, Harvard Business Review.
- > The Wharton School (2015). *Should Hiring Be Based on Gut - or Data ?*, Knowledge@Wharton, University of Pennsylvania, [link](#)
- > Regulation (EU) 2016/679 of the European Parliament and of the Council.

# EXPLORE & EXPLOIT

BY SIXTINE CAEN



## What is the trend? What impact on people management?

Companies must today be ultra-competitive in their core business, by exploiting and exploring at the same time. A group of researchers defined exploitation as the mere reuse of existing knowledge and thus assigned all instances of learning to exploration (Rosenkopf & Nerkar, 2001; Vermeulen & Barkema, 2001). Exploration refers to learning gained through processes of concerted variation, planned experimentation, and play (Baum et al., 2000). In this context, we can also speak about ambidexterity which is the ability to simultaneously pursue both incremental and discontinuous innovation, according to Tushman and O'Reilly (1996). Organisations have to find innovative solutions with efficiency, and always with control if they want to increase their competitiveness. Different studies found a correlation link between ambidexterity and firm financial performance.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

Companies must today be ultracompetitive in their core business, by exploiting and exploring at the same time. A group of researchers defined exploitation as the mere reuse of existing knowledge and thus assigned all instances of learning to exploration (Rosenkopf and Nerkar, 2001; Vermeulen and Barkema, 2001). On the other hand, exploration refers to learning gained through processes of concerted variation, planned experimentation, and play (Baum et al., 2000).

Ambidexterity is the ability to simultaneously both explore and exploit with innovative projects. Organizations must find innovative solutions with efficiency, and always with control if they want to increase their competitiveness. In other terms, it is a balanced process that people management need to take very cautiously into account to optimize the existing business model, without facing too many threats.

Different studies found a correlation link between ambidexterity and firm financial performance. Colbert (2004) argues that the interaction between exploration and exploitation reflects a complex capability that provides an additional source of corporate advantage beyond those provided by each innovation activity individually.

## HOW TO BALANCE EXPLORATION AND EXPLOITATION?

Introduced by Duncan in 1976, the idea of an ambidextrous organization is a concept that has recently been introduced in innovation management. Exploring and improving the existing is certainly fundamental but exploiting and looking further is crucial in a world where lack of disruption is a cause of disqualification. While the first approach - explores - reinforces the company's performance at a given moment with a new knowledge, competences, technologies and products, the second - exploits prepares the future and can make a lasting difference. The combination of the two then gives rise to a formidable accelerator of success.

The long-term success of the company is based on its ability to not only build on existing skills and improve the company's efficiency, but also to explore completely new fields is widespread in organizational theory. This will make it possible to satisfy both the needs of today's customers and generate tomorrow's markets. We must maintain the competitive advantage of companies, but also renew it. With these approaches, the company will learn to test, make mistakes and start again, until it finds the innovation it needs to make a difference in its sector.

Drones delivering packages, hunting Pokémon in the streets: it is not science fiction, it is a reality. At the origin of these innovations, young companies that, by looking back to companies' exploitations and historical players in the industry, disrupt their market and challenge their other competitors with audacity. Their main strength: having intelligently combined existing technologies to reinject them into completely redesigned processes, all with audacity and creativity. Nowadays, all industries are concerned.

## TENSIONS BETWEEN BOTH CONCEPTS

Exploration and exploitation differ in terms of characteristics and have contradictory logics. However, the mutual presence of exploration and exploitation is essential for organizational long-term survival (Levitt, 1988; March, 1991).

Exploitation and exploration are considered mutually exclusive by Burns and Stalker (1961), Porter (1980) and March (1991), who even argue that companies cannot excel in both types of activities simultaneously. The company's focus on one of these dimensions

has been linked to sub-optimal performance and an increased risk of long-term failure (March, 1991). The difficulties in achieving an appropriate balance between the two are due to the differences between these two approaches, which require fundamentally different organizational structures, strategies and contexts (March, 1991; Tushman and O'Reilly, 1996; Benner and Tushman, 2003).

In this context, several companies tried to optimize the existing business model but failed. Kodak is an American company, founded in 1888. Kodak was hundred years ago in forefront of photography with dozens of innovations and inventions, making this art accessible to the consumer. In 1975, Steve Sasson, an engineer at Kodak invented the digital camera. At this point, Kodak did not have any long-term strategy and has the feeling of complacency but the company did not go further, and Kodak failed to reinvent itself. Some companies must therefore choose between the two types of activities.

**The existing literature defines three organizational approaches of the ambidexterity:**

### The sequential approach:

Ambidexterity can be achieved if a company shifts structures between periods of exploration and periods of exploitation (Chen and Katila, 2008; O'Reilly and Tushman, 2013). The same company alternates both periods.

### The structural approach:

The company uses a simultaneous mode to pursue both activities. To explore and exploit at the same time, a company should separate explorative units from the exploitative ones (O'Reilly and Tushman, 2004).

### The contextual approach:

This concept suggests creating a specific organizational context where individuals are able to make their own choices on how to divide their time between exploration and exploitation (Gibson and Birkinshaw, 2004).

Both concepts form a paradox, and research efforts to identify resolutions to this paradox have gained prominence (Lin et al., 2013; Wei et al., 2014). However, successful companies would combine exploitation and exploration instead of focusing on one aspect over the other (Mothe, Brion, 2008). To remain successful, companies must be creative.

### Surprise me

The term "novation" first appeared in 13<sup>th</sup> century law texts as a term for renewing contracts  
*Green, 2013*

## STRENGTHS

Success innovation, optimizing existing business model, teamwork, creativity.

## OPPORTUNITIES

Create a new market, experimentation, outperform competitors.

## Weaknesses

Tensions between employee as it is not similar profiles working on exploration (efficiency workers, problem solvers, rigorous person) that exploitation (creatives, risk takers, protesters).

## THREATS

Unknown future returns, possible failure to achieve product & to fit with the market. Legal rules which could prevent from explore. Risk management between different parties who have opposite visions. Exploitation can be a high cost for the company, for an unknown result. Hard to find a balance between every people.

# SWOT

## THE IMPORTANCE OF CREATIVITY AND INNOVATION

The creativity is the firm's capacity to create and produce novel ideas and also its ability to "reconfigure" its knowledge. Creativity is especially favorable to exploration innovation. At an organizational level, it appears linked to the technology life cycle and types of activity, such that the seed and growth stages, relate closely to creativity. In the mature and decline stages of a technology life cycle, "productivity and commercialization are more important than creativity, where activities are highly exploitative" (Li, 2008).

**According to Brion and Mothe (2016), it exists six internal factors that enhance creativity and innovation:**

- > organization strategy and resource availability
- > new technologies
- > R&D intensity
- > organization culture and communication
- > organization structure
- > employee motivation and involvement

With creativity, innovative products can emerge. This is also due to variation and from pursuing the untried instead of simply improving the existing ways of doing things. To illustrate this perfect match between both concepts, the company Saint-Gobain could be a good example. Saint-Gobain is a French company which designs, manufactures and distributes materials and solutions which are key ingredients in the wellbeing of each of us both now and in the future. They can be found everywhere in our living places and our daily life: in buildings, transportation, infrastructure and in many industrial applications. They perfectly understand the stakes of tomorrow: they provide comfort, performance and safety while addressing the challenges of sustainable construction, resource efficiency and climate change. They used to create windshield for many years, and they went further by innovating and exploring new ways to develop their products. That is how they came up with a heated windshield, adapting to every season, improving vehicle occupants' well-being while also reducing CO2 emissions.

## answering TO customer needs

An organization is effective if it satisfies today's customers in terms of function, price, time, quantity and distribution. This requires flexibility on demand. Strategic flexibility is based on exploration capabilities (March, 1991). The combination of efficiency and flexibility requires companies to develop a dual continuous innovation capacity to manage both operating and exploration processes. An organization is flexible when it is able to develop new configurations in terms of product-market-technology-organization to enable the satisfaction of tomorrow's customers.

In a growing number of industries, the level of customer requirements is constantly increasing. This implies for the company a wide variety of products, increasingly personalized, even unique, and delivered quickly and on time with a competitive price. As a result, the need to combine operational efficiency and strategic flexibility becomes necessary. Operational efficiency is based on operating capabilities (March, 1991), which are embedded in processes, technologies, organizational and managerial systems, and people.

On the other hand, for a company to be effective, it must solve any problem that arises in a context and at a specific time. It is therefore the role of managers, and particularly in HR teams, to learn to manage in a rapidly changing context.

# THE CRITICAL ROLE OF management

According to Lewis (2000), management consists precisely in managing dualities, tensions and paradoxes. Top and middle-management should be engaged in high levels of exploitation as well as exploration activities (Mom et al., 2007).

Also, more a manager is able to transmit his knowledge to top-down, horizontal and bottom-up teams, more the levels of exploration and exploitation are high. Top management can initiate recursive processes for organizing daily activities through appropriate management practices (Benner and Tushman, 2003). They can also lead their teams to make them curious and risk-takers, as their teams will be more engaged and not afraid of failure.

*The system continually has to make this choice: it can either continue to exploit a known process and make it more productive, or it can explore a new process at the cost of being less efficient.*

Kevin Kelly (innovation author)

Moreover, managers have to support their teams if a failure comes after a planned experimentation. The top-hierarchy roles - including HR department, have to search synergies between different businesses, to share and communicate the commitments, to encourage and to support cross-unit transfers and put in place recognition programs.

At the HR level, teams have to be highly involved in the business strategy. In recruiting, they should be able to find perfect talents to Explore & Exploit. For this, they must be in a close collaboration with Graduate Schools, consulting partners, universities and research centres, as well as innovative start-ups. Moreover, they have to bring together in the same units exploitation and exploration processes and to integrate a wide variety of trades (design, development, marketing), for example with the creation of communities. As Business Partner, their role is to find the right balance to give budget to the teams who would like to explore, and validate projects in link with the core of business.

**79%**  
of executives report that  
their organization tolerates failure  
(a key element of the innovation  
process!)

Wakefield research, 2019

# LIMIT TO THE e&e CONCEPT

However, recognition problems and tensions can appear (Gastaldi and Gilbert, 2006) in the way that employees would like to be ambidextrous in their missions, but do not have the tools to achieve it. The managers should permit to the employee to explore with flexibility and creativity.

At Google, the company has adopted the Pareto principle as a way to balance exploration and exploitation. The employees are following the rule 80/20 coming from the Pareto principle. 80% of the time of the employees is to work on their main job, and the remaining 20% can be used on other company related projects that interest each employee. At a time, 50% of the company new products came from there, including Google Maps and Chrome.

## The Pareto Principle



If a company wants to perform by exploring too much rather than exploiting, this could drive the business to underperform. Indeed, the existing knowledge of the company may disappear, the culture may change, and the employees would not be able to recognize themselves in the company they used to work for.

## CONCLUSION

As the world is constantly changing, some researchers imagine the balance between Exploit & Explore. Long-term high performance is the main objective of any organization's management.

For a company to be viable, it depends on its ability to balance these two very different activities. The company must exploit existing certainties to ensure the success of current operations and on the other hand explore new opportunities to quickly create new ideas that will guarantee the future of the organization. Ambidextrous organizations have an ability to simultaneously pursue these activities and produce radical innovations. Separating the two concepts is not necessarily the most appropriate solution, since for the moment none of Exploring or Exploiting separately claim to offer "the" solution to the innovation challenges they are facing. It is important to note that through a good management offered to employees, they can exploit and innovate and can lead to the survival of the company.

The ambidexterity concept offers a solution to the question of balance between activities at different organizational levels. However, companies using this approach must be able to balance the Explore-Exploit balance when necessary.

## Market examples

### #1\_ KODAK

Kodak is an American company, founded in 1888. Kodak was hundred years ago in forefront of photography with dozens of innovations and inventions, making this art accessible to the consumer. In 1975, Steve Sasson, an engineer at Kodak invented the digital camera. At this point, Kodak did not have any long-term strategy, they did not explore neither this opportunity nor others and the company failed to reinvent itself. And Kodak failed to reinvent itself.

### #2\_ GOOGLE

Employees are following the rule 80/20 coming from the Pareto principle. 80% of the time of the employees is to work on their general missions, and the remaining 20% can be used on other company related projects that interest each employee. At a time, 50% of the company new products came from there, including gmail, Google Maps and Chrome, which can be seen as a wonderful example of exploration.

## Executive Recommendations

It is vital for organizations to find a good balance between exploiting current businesses and exploring new ones simultaneously. To reinvent themselves, they can for example create a Lab in which everyone could give inputs and ideas, no matter their department or their hierarchical level

HR can play a major role in supporting this ambidextrous organizational culture, developing staff to achieve this and supporting the implementation of new ideas, including HR ones

Communicate about this Explore & Exploit company strategy with transparency

### Sixtine CAEN - HR Professional

 [LinkedIn profile](#)

#### SOURCES

- > Baum, J., Li, S. and Usher, J., (2000). *Making the Next Move: How Experiential and Vicarious Learning Shape the Locations of Chains' Acquisitions*, 4, 45, 766-801
- > Barkema, H. and Vermeulen, F. (2001). *The Interplay Between Exploration and Exploitation*, Academy of Management Journal, 49, 4
- > Benner, M., and Tushman, M. (2003). *Exploitation, Exploration, and Process Management: The Productivity Dilemma Revisited*. The Academy of Management Review, 2, 28, 238-256
- > Birkinshaw, J. (2008). *Organizational Ambidexterity: Antecedents, Outcomes, and Moderators* S. Raisch, University of St. Gallen, Institute of Management
- > Brion, S. and Mothe, C., (2016). *Organizational context and innovation ambidexterity: Is creativity the missing link?*, XXVe conférence de l'AIMS
- > Brion, S., Mothe, C., (2018). *Innovation: exploiter ou explorer?*, Revue française de gestion, 187(7), 101-108
- > Burns, T., and Stalker, G. M. (1961). *The management of innovation*. London: Tavistock.
- > Colbert, B. A. (2004). *The complex resource-based view: Implications for theory and practice in strategic human resource management*. Academy of Management Review, 29, 341-358
- > Chen, E., Katila, R., (2008). *Effects of Search Timing on Innovation: The Value of Not Being in Sync with Rivals*, Administrative Science Quarterly, 53, 593-625
- > Damoizeau, H. and Armandon, P., (2018). *Exploiter et explorer: les deux clés de la transformation industrielle*, L'Usine Nouvelle.
- > Dhifallah, S., Chanal and V., Defélix, C., (2008). *Quelle gestion des ressources humaines dans les organisations ambidextres?* Revue française de gestion
- > Duncan, R. B. (1976). *The ambidextrous organization: Designing dual structures for innovation*. In R. H. Kilman, L. R. Pondy and D. P. Slevin (Eds.), *The management of organizational design*, 167-188
- > Dymyd, L., (2016). *Organizational ambidexterity: a fractal and dynamic case*. Business administration. Université de Strasbourg
- > Gastaldi, L., and Gilbert, P. (2006). *Transformations du travail et recherche et GRH des chercheurs*, Revue de gestion des Ressources Humaines, 61, 46-59
- > Gibson, C. B. and Birkinshaw, J. (2004). *The antecedents, consequences, and mediating role of organizational ambidexterity*. The Academy of Management Journal, 47, 209-226
- > Green, E. (2013). *Innovation: The History of a Buzzword*, The Atlantic, [link](#)
- > Levitt, B. and March, J.G. (1988). *Organizational learning*. Annual Review of Sociology, 14
- > Lewis, M., (2000). *Exploring Paradox: Toward a More Comprehensive Guide*, *The Academy of Management Review*, 4, 25, 760-776
- > Li, Y., Vanhaverbeke, W. and Schoenmakers, W., (2008). *Exploration and Exploitation in Innovation: Reframing the Interpretation*, Blackwell Publishing, 17, 2, 107-126
- > Lin, H. (2013). *Managing the Exploitation/Exploration Paradox: The Role of a Learning Capability and Innovation Ambidexterity*, Journal of Product Innovation Management, 1, 193
- > March, J. G. (1991). *Exploration and exploitation in organizational learning*. Organization Science, 1, 2, 71-87
- > Mom, T. J. M., Van Den Bosch, F. A. J. and Volberda, H. W. (2007). *Investigating managers' exploration and exploitation activities: The influence of top-down, bottom-up, and horizontal knowledge inflows*. Journal of Management Studies, 44, 6, 910-931
- > Rosenkopf, L. and Nekar, A. (2001). *Balancing exploration and exploitation in alliance formation*, Academy of Management Journal 2006, 4, 49, 797-818
- > Simsek, Z. (2009). *Organizational ambidexterity: Towards a multilevel understanding*, Journal of Management Studies.
- > Tushman, M. L., and O'Reilly, C. A. (1996). *Ambidextrous organizations: Managing evolutionary and revolutionary change*. California Management Review, 4, 38, 8-30
- > Wei, Z., Yi, Y. and Guo, H. (2013). *Organizational Learning Ambidexterity, Strategic Flexibility, and New Product Development*, The Journal of Product Innovation Management, 4, 832-847
- > Wakefield research - EY Innovation Survey (2019)



BY CRISTINA FESIUC



## What is the trend? What impact on people management?

According to studies, 43% of the American workforce consists of non-employees, which are part of the so-called “liquid/fluid workforce”. It is a workforce that consists of the usual permanent employees and a wide variety of non-employee workers (e.g. freelancers, independent contractors, volunteers, outsourced resources, consults temporary workers and even non-human staff as robots, drones, applications). Fluid is a new emerging trend that allows companies to be completely flexible in hiring and firing employees, to have access to specialized workers “just-in-time” and to adapt much quicker to any situation (Syrotkin, 2016).

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# LIQUID WORKFORCE

Even studies predicted that by this year 43% of the American workforce would consist of non-employees (Intuit Forecast, 2015), which are part of the so-called "liquid workforce". It is a workforce that consists of the usual permanent employees and a wide variety of non-employee workers (e.g. freelancers, independent contractors, volunteers, outsourced resources, consultants temporary workers and even non-human staff as robots, drones, applications) (Gallagher, 2017). Basically, the trend moves from fixed jobs and department structures to more fluid solutions. New technologies are changing the demands on employees. Liquid Workforce enables organizations to create adaptive structures and work environments to respond quickly.

Employers will only employ a small core of long-term employees and a high proportion of fixed-term employees (Janszky, 2016). Of course, companies are still keen to focus on key core functions within a small circle of permanent employees (e.g. C-suite). This "liquid workforce" is crucial to the functioning of the business. It is thus important to build loyalty for the time of the collaboration, and to do the best to make them come back for further projects when needed.

Being a project worker, does not mean that this status stays forever. Changing from a fluid worker to an employee and vice versa is indeed possible. For instance, when someone is seeking stability when forming a family (Hörneshmeyer and Janszky, 2014), it is logical to prefer rather a usual employment contract than being a liquid employee that can be fired at any time.

# FLUID COMPANIES

It is important for companies that employees are flexible and able to adopt new skills to increase the productivity and retention (Insights for Professionals, 2019). Digital enterprises must have an organizational structure that is fairly agile in order to achieve a highly qualified workforce and fluid project model (Shook, 2016).

Companies that will become more fluid are those with an HR strategy that is professionalized in the attraction and targeted rejection of project workers. For the most part, these are multinational companies that rely on permanent access to highly qualified knowledge workers (Hörneshmeyer and Janszky, 2014).

***The future of the work is headed towards individual brands, you yourself are an individual brand.***

Naval Ravikant and Tim Ferris (Authors and entrepreneurs)

These fluid companies no longer have fixed borders with clearly permanent employees, but instead base their work organization on the interaction of project workers. This includes a large number of highly specialized knowledge workers who offer their services and competencies on web platforms and auction their services there for high prices. This kind of transparency gives companies a certain degree of security when purchasing services and prevents too much dependency from outside employees who are active in key functions work.

## SWOT

### STRENGTHS

*Less Costs:*

Companies are saving costs on the long term by not paying for the insurance or other benefits of these external employees. Contractor can be bought "just-in-time"

*Easier Termination:*

Easier to fire these contractors.

*Agility:*

Companies will be able to access critical skills sooner, innovate faster and operate more effectively, access to potentially unlimited talent on-demand

### OPPORTUNITIES

*More Attractive to Gen Y/Z:*

Employees nowadays stay much less with an employer, which makes this model more attractive and acceptable for the younger generation

*New strategy:*

Companies can build new strategies to leverage the contingent workforce and quickly access a wide range of valuable skills and experiences

### Weaknesses

*Loss of Time:*

Companies that increase the amount of contractors and outside workers will lose time and information when they recruit new non-employees as they change more regularly

### THREATS

*Less Motivation:*

Workers will not feel as much part of the team as full-time workers and be less motivated

# REPUTATION, EVALUATION, FEEDBACK

in this fluid structure, companies and project workers are interdependent. project workers will think twice about breaking their contract, getting out of the project in advance, or failing to deliver (hörneshmeyer and janszky, 2014). but also, companies get evaluated by project workers about the remuneration, fairness and working atmosphere. internet portals publish and spread all evaluations immediately - the bad behavior of project staff as well as an unsatisfactory working environment in the company (ibid). a model of on-going feedback will emerge (accenture, 2016).

# HIRING non-employees

employers accept that they cannot bind their best employees permanently and thus have abandoned the idea to advertise a job profile and then choose from several suitable candidates. firms will offer less traditional permanent positions but advertise individual projects without fixed specifications. once applicants are selected, tasks and responsibilities will be adapted to their abilities and experiences. future employees demand more flexibility from employers due to crowdworking for instance. companies will use specific platforms to publish a variety of tasks - from simple micro- tasks to research, development or design tasks. to be able to maximize the potential and minimize the risks of a fluid workforce, employers, unions, politics, platforms, and employees should work together (hornung, 2016). to attract candidates, instead of proposing salary and other monetary incentives, it will be more about being autonomous and making an impact (accenture, 2016). this concerns the goals and values of an employee, who wants to work on special and challenging tasks with autonomy and also by influencing the company's success.

**35%**  
of today's total workforce consists of non-employee workers (temps, freelancers and independent contractors)  
*P. Johnston, Virgin, 2018*

# MANAGING LIQUID WORKFORCE

As the liquid workforce consists of workers who change the employer on a regular basis, managing them becomes high priority. tools and applications facilitate the organization in order to optimize the workforce responsiveness. first of all, the clutter of already existing tools should be reduced, and an end-to-end workforce management solution should be acquired. the next step would be to collect valuable data work on people analytics and to create a workforce strategy to reach broader organizational goals (accenture technology, 2016).

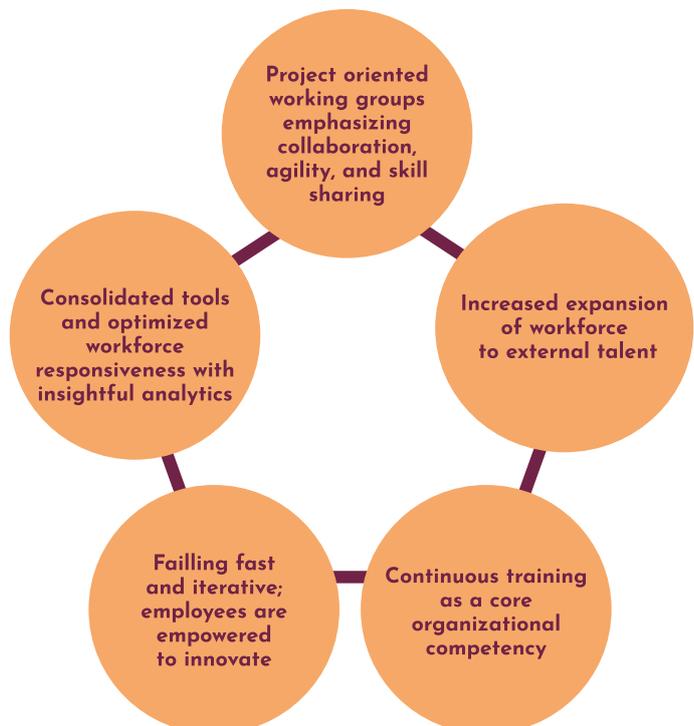
# KEY ACTOR: FLUID WORK MANAGER

Of course, there will have to be someone in the company who controls this fluidity. This Chief Changing Officer or Fluid Work Manager will be a strategic key position of the company. It is a middleman position between employee and employer in fluid companies. The Change Officer is also responsible for the fluidity of the company, not only for finding suitable external employees, but also for recruiting for new jobs internally and leveraging project workers. Because of this organizational change, a new working culture emerges, characterized by a high degree of transparency and reliability. Project workers and companies must thus be responsible and extremely flexible. "Fluid Companies" have an advantage here. They can respond quickly to changes in the market and acquire top skilled employees in their network worldwide.

# HR IN THE AGE OF FLUID COMPANIES

Regarding the future of training and development as part of HR, companies that want to succeed will need to have a new talent management strategy by making permanent learning a core competency with technology-driven learning possibilities. This can be achieved by widely available internet classes (MOOCs), 1:1 virtual learning and bootcamps that permit employees to rapidly learn new skills (Shook, 2016). In this way companies take an active role by creating demanded skills. The HR department also will change. It will become more agile, more strategic, more networked. Possibly in some cases, HR will even be replaced by external HR service providers and ultimately, gradually become part of the liquid workforce (Scholz, 2012): Another scenario might be that the HR department might secure the strategic function of the Chief Change Officer. The following image shows in which way HR has to adapt to be ready for a fluid workforce in the future.

Reimagining HR services to meet the needs of the new liquid workforce is the future:



## Surprise me

The future of the job market lies in non-employee workers

[CIO.com, 2016](#)

## THE OPPOSITE: caring companies

The opposite of fluid companies are caring companies. Instead of accepting the fact that employees are less loyal towards the employer, they try to increase the loyalty. They offer special forms of individual development and many benefits to retain their employees and be an attractive employer.

## PREDICTION

After having a look at this trend, the question raises whether it is possible to have purely liquid/fluid companies. Accenture, a consulting firm predicts fully liquid enterprises by 2026 (Shook, 2016).

Especially when looking at the many advantages that a fluid workforce brings to employers it is undeniable that companies will shift more towards this organizational concept.

Another prediction is that organization charts will become obsolete and make roles vanish, especially when employees change their skills and aim to achieve their personal goals (Accenture Technology, 2016).

## Market examples

### #1\_ UBER, AIRBNB, DELIVEROO

New business models are created! These firms employ more freelancers than full-time staff. They still have permanent worker e.g. HR/ Finance, but mostly, their workforce consists of non-employees.

### #2\_ GENERAL ELECTRIC

With "FastWorks", GE is implementing lean startup practices, pushing the staff to change faster and make smarter decisions, while staying close to customers. GE's "FastWorks" methodology enabled it to build a new regulation-compliant diesel engine for ships nearly two years ahead of its competitors. Also, in less than one year, they could design and deliver a high-end refrigerator that sold twice as well as preceding models (Accenture, 2018).

## Executive Recommendations

The majority of employment should still be fixed-term contracts to give people stability monetary-wise and psychologically-wise

Make sure that independent workers feel as integrated as possible (no two-class differentiation)

Make sure that the pay is high enough as fluid workers have to cover their full instance costs and bear the risk of easy contract termination

Make training a core competency

Become more project oriented and agile

Empower collaboration and foster new ideas

**Cristina FESIUC** - HR Professional

[in](#) [LinkedIn profile](#)

### sources

- > Accenture (n.d.). *Improve Service Delivery in Accenture*, [link](#)
- > Accenture (2016). *Liquid Workforce: Building the workforce for today's digital demands*, in Accenture, [link](#)
- > Accenture Technology (2016). *Liquid Workforce - Tech Vision 2016 Trend 2*, in LinkedIn, [link](#)
- > Gallagher, T. (2017). *The Liquid Workforce: It's Not Science Fiction, It's Our New Normal*, in Recruiting Daily, [link](#)
- > Hörneschmeyer, M. and Janszky, S. (2014). *Die HR-Strategien der Zukunft - Personalstrategien für eine Welt der Vollbeschäftigung*, in 5 Sterne Redner.
- > Hornung, S. (2016). *Arbeiten 4.0 – Sechs Trends, die hinter dem Top-Thema stecken*, in Zukunft Personal, [link](#)
- > Insights for Professionals (2019). *9 HR Trends that will take over in 2019*, in Insights for Professionals, [link](#)
- > Intuit Forecast (2015). *7.6 Million People in On-Demand Economy by 2020*, in Intuit Press Release.
- > Janszky, S. (2016). *Trendanalyse: Vollbeschäftigung bedroht Unternehmen*, in Trendforscher.
- > Scholz, C. (2012). *HR unter Druck: Und nichts gelernt?* In Frankfurter Allgemeine, [link](#)
- > Shook, E. (2016). *Bet Big on People. Gaining Competitive Advantage with a "Liquid Workforce"*—Accenture Technology Vision 2016 in Accenture, [link](#)
- > Syrotkin, D. (2016). *How liquid workforce will change the training industry*, LinkedIn, [link](#)

# Gamification

BY ROSSINA GITTO



**What is the trend?**

**What impact on people management?**

The term gamification is described by Duggan & Shoup (2013) as the act of utilizing game mechanics and rewards in a non-game setting to increase engagement and modify behavioural patterns. The general objective of gamification is to ignite people's natural longing for playing games to make an impact on their behaviour and actions. Prakash and Rao (2015, p.3) ask the following question: "Is it possible to convert everyone's job into a game?". The reason for its application in HR has to do with new business priorities and changes to how Human Capital is managed, focusing more and more on employee experience. A need to develop employee's managerial and technical skills, as well as emerging opportunities to increase the use of gamification and reduce costs with self-service applications have also had an influence on the expansion of this trend.

a  
B  
C  
D  
E  
F  
G  
H  
I  
J  
K  
L  
M  
N  
O  
P  
Q  
r  
S  
T  
U  
V  
W  
X  
y  
Z  
\*

Marczewski (2013) states that gamification involves the usage of game design techniques, game mechanics and game thinking to enhance non-game contexts. The phenomenon works by making technology more appealing, by encouraging users to engage in preferred behaviours and by taking advantage of people's psychological predisposition to engage in gaming. The keywords associated to gamification are engagement, motivation, behavioural change and productivity.

## DIGITAL TRANSFORMATION IN HR IS INCREASING GAMIFICATION

Fernanda Rodriguez et al. (2018) explain that managing Human Resources is one of the main objectives of companies. The development of new technologies is changing the way to achieve this goal. More importantly, the digital and technological revolution is bringing easy access to having enormous volumes of information and data. As a result of what was previously stated, numerous digital tools have appeared and are becoming of great use to the management of enterprises in general and of the management of Human Resources in particular. One of the main challenges for companies is knowing how to process the huge volume of data and information in order for it to be useful to the business it carries out. In addition, it is also becoming a challenge to decipher how to rely on new digital technologies to achieve these objectives. Lastly, it is important to state that for Fernanda Rodriguez et al. (2018), the key factors in digitalization are big data & analytics, cloud computing, social media, mobility, and last but not least: gamification.

## GAMIFICATION IN HR MANAGEMENT

Moving on to the context of Human Resources management, Duggan & Shoup (2013) express that organizations started to use gamification in recruitment processes and as a method of motivating employees. Soat (2018) explains that playing appears to be showing many advantages in Human Capital Management and in the management of Employee Benefits, since it is being used in an increased way to address challenges in recruitment, but also in employee retention plans, training and skills development, and lastly, benefits management. A need to develop employee's managerial and technical skills, as well as emerging opportunities to increase the use of gamification and reduce costs with self-service applications have also had an influence on the expansion of this trend.

A specific example of how gamification is most recently used in Human Resources Management is in the tactic of assessing candidates during a hiring process as Soat (2018) reveals. In general terms, there are three types of assessment tools where gamification plays an important role. The first tool is simulation. For example, when a trainee is put through a challenging but engaging simulation game so that the evaluator can discover weaknesses. The second tool is using skill-based assessments, which is often employed to determine technical expertise. In this case for example, there can be a competitive game that is developed to assess candidate's coding skills in order to select the most talented one. The third tool is to use assessments that are behaviour-based. There are more and more providers on the market proposing this approach and tools to organizations.

Prakash and Rao (2015, p.3) ask the following question: "Is it possible to convert everyone's job into a game?" Multinational companies such as LinkedIn and Nike+ have proven that it is possible and this phenomenon has been proven to be successful. In fact, it is seen in global organizations as a highly significant trend that has grown over the past couple of years.

## CASE STUDIES ON HR GAMIFICATION PRACTICES

### THE CASE OF AIRBALTIC:

In the year 2014, the company AirBaltic Corporation introduced a gamified electronic platform called Forecaster in Latvia. The main purpose was to increase employee engagement. Ērgle (2016) conducted a study on the approach used by the company, the advantages and drawbacks they faced and focused on providing insight on how to improve the impact on employee engagement.

In order to evaluate the efficiency of gamification in this employee engagement practice, the following elements were taken into account according to Ērgle (2016): identifying an overall business goal, identifying the objective of gamification, identifying the users, identifying the context and culture in which the game is used, the design of the game and game mechanics, the creation of a measurement plan in order to determine effectiveness, the communication of the plan and lastly, the monitoring of the effectiveness and added value of the game.

The results showed that although Forecaster had a significant impact on employees and that it did increase engagement, it did not solve other weaknesses the organization had related to engagement. In this sense, it can be understood that gamification helps these Human Resources practices, but other elements still need to be considered and worked upon to fulfil all objectives and goals.

**Gamification is 75% Psychology & 25% Technology.**

Gabe Zichermann, gamification guru

### THE CASE OF PERNOD RICARD:

In the year 2017, Pernod Ricard Spain decided to launch a game to make a difference in the organization, as De Luis Molero (2017) states. This game's objective was to make employees discover the company in a unique and innovative way in line with Pernod Ricard's digital transformation. This is a process that has to do with the company's new hires: a fun and surprising onboarding process. Their old system of onboarding was in fact known to be extremely inefficient; therefore, the company took advantage of digitalization that is trending in Human Resources departments in all multinational companies and decided that it was the right initiative to launch.

**Surprise me**  
80% of participants stated that they would be more productive if their institution was more game-like

## STRENGTHS

A strength of gamification is the availability of a shared minimal language and the enhancement of user engagement and motivation

## Weaknesses

Some weaknesses are the unclear effects on user attitudes and behaviours as well as adverse side effects that could have a negative impact on intrinsic motivation

## OPPORTUNITIES

The increasing acceptance of gamification in the market and the chance to create behavioural changes are great opportunities to keep working on this trend

## THREATS

Possible failures by poor design and ethical issues could threaten gamification, and therefore specialists should focus on creating the best designs and making sure their practices are ethical

SWOT inspired by Rapp (2014)

# SWOT

The name of the game that was developed is called Origin. To launch the game, Pernod Ricard chose to initially focus on their number one brand, Beefeater (also known as Real London Dry Gin). In the game, the company developed an interactive experience that recreates what could be a new employee's first day in the company.

# 53%

of technology stakeholders said that by 2020, the use of gamification will be widespread  
*Pickard, 2017*

\$11 billion will be the worth of the gamification market by 2021  
*Bullock, 2019*

The dynamics of the game works in the following way: an employee gets to the company on their first day of work, and everything seems to be normal. Suddenly, the employee receives a phone call. This is when the adventure at Pernod Ricard begins. They now have a mission to recover a lost Beefeater bottle to take over to Desmond Payne. In order to do so, the employees need to find key people in the company that could give them clues as to where to go next. They need to ask the right questions and gain information that allows them to move forward in the game. Throughout the experience, a questionnaire is to be filled out with key information. The negative or incorrect answers make the players lose time, which means they have fewer opportunities to finish the game. Because of these factors, the game Origin generated many challenges on a technological level. A large team of engineers was needed to take into account all the possibilities in the game and create a script to follow.

Pernod Ricard's Human Resources Director stated that this was all thought out for employees to think digitally and to enjoy the company on a day-to-day basis, from day one. It is in fact the employees who make the difference and who help make the digital transformation be a possibility, from the day they start a new job until the day they leave the company (De Luis Molero, 2017).

## CONCLUSION

In sum, gamification is a growing trend in companies and in Human Resources in general. Although it is accelerating the digital transformation of companies, further research to prove its efficiency in all HR practices needs to be carried out. With the right research on the effectiveness of gamification practices, it can become a powerful (and fun!) lever to reinvent HR in the XXIst century.

## Market examples

### #1\_ PERNOD RICARD

In 2017, Pernod Ricard Spain decided to launch a game to make employees discover the company in a unique and innovative way in line with Pernod Ricard's digital transformation. The company leveraged on gamification to reinvent their inefficient onboarding policies and reinforce employee engagement.

### #2\_ AIRBALTIC

In 2014, the company AirBaltic Corporation launched in Latvia an innovative gamified electronic platform called Forecaster that also resulted in an increase of employee engagement.

## Executive Recommendations

Take the gamification trend as an opportunity to make your employees feel happier and more engaged at work. These two factors are key to the retention of your top talents.

Make sure that gamification in your organization follows ethical principles, as well as confidentiality and data protection standards.

Be aware of the opportunity gamification brings to your companies: it is trendy, it gives employees the chance to take part in innovative activities and it could help create or reinforce a digital culture.

Rossina GITTO - HR professional

[in LinkedIn Profile](#)

### sources

- > Bullock, M. (2019). *The State of Gamification in Business in 2019: A Statistical Analysis*, [link](#)
- > De Luis Molero, M. T. (2017). *Origin: el "juego" de Pernod Ricard España que marca la diferencia*. *Capital Humano*, 30(324), 46-52.
- > Duggan, Kris; Shoup, Kate (2013). *Business Gamification for Dummies*. John Wiley & Sons, Inc.: New Jersey, USA.
- > Ergle, D. (2016). *AirBaltic Case Based Analysis of Potential for Improving Employee Engagement Levels in Latvia through Gamification*. *Economics & Business*, 28, 45-51, [link](#)
- > Fernanda Rodríguez, L., Perona, M., Martínez, F., Reichardt, S., del Río, J., & Martínez, L. (2018). *La digitalización de la función de RR.HH. en España (I)*. *Capital Humano*, 31(327), 80-86, [link](#)
- > Laskaris, J (2014). *30 Facts about Gamification in eLearning*, [link](#)
- > Marczewski, A (2013). *A Simple Introduction. Tips, advice, and thoughts on gamification*, [link](#)
- > Prakash, Edmond C.; Rao, Madhusudan (2015). *Transforming Learning and IT Management through Gamification*. Springer: Luton, United Kingdom.
- > Rapp, A (2014). *A SWOT Analysis of the Gamification Practices: Challenges, Open Issues and Future Perspectives*, [researchgate](#), [link](#)
- > Soat, J. (2018). *Games HR plays*. *Employee Benefit Adviser*, 16(2), 1.

# HANDS-OFF management

BY Laura Havet



## What is the trend? What impact on people management?

Hands-Off Management, as opposed to Hands-On Management, is the management style chosen by managers who lead by trust. These managers do not micro-manage their employees, i.e. they do not get involved in routine tasks or issues. One's management style can be natural or a strategic choice, but Hands-Off Managers either way see it as a chance to give credit to their employees, and to reinforce their level of responsibility. The current business context - with globalization and flexible work spaces - leaves managers sometime no other choice than having a Hands-Off Management style. If this style is not natural, and if employees are not responsive to it, it could lead to a decrease in efficiency, and interpersonal issues (Miller, 2017).

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

**Hands-Off Management, as opposed to Hands-On Management, is the management style chosen by managers who lead by trust. Manzoni (2014) summarizes the differences between the two types of managers in the following chart:**

## Surprise me

Freelance workers are projected to be the majority of the U.S. workforce by 2027

FIA, 2017

### THE DIFFERENCE BETWEEN A HANDS-ON MANAGER AND A HANDS-OFF ONE

A HANDS-ON MANAGER	A HANDS-OFF MANAGER
<b>has a deep</b> understanding of the business, with highly granular knowledge of the details	<b>has limited</b> command of the details
<b>wants to be kept</b> informed at a minimum, but will also interject ideas, suggestions, or even directions	<b>does not make</b> much effort to get actions plans from employees or insist on being kept up to speed
<b>follows up</b> on agreed-upon actions to ensure expected outcomes	<b>doesn't invest</b> much time in following up on agreements; employees are trusted to implement agreed-upon plans and to signal when they need help

▲ Manzoni (2014)

## WHY CHOOSING HANDS-OFF MANAGEMENT?

The purpose of knowing how to be a Hands-Off Manager or how to deal with a Hands-Off Manager is increasing over the years, because of the change of the workplace. Indeed, managers can choose their management style when they are working with their team members in an office, but when they are not, they may have to change their habits. The current – and especially upcoming – working context is in favor of Hands-Off management style. A lot of factors support it, e.g. the increasing number of freelancers, home office lovers, and Generation Z.

Freelancers are self-employed specialists which sell their services to different companies (Journal du Net, 2019). The Freelancing in America (FIA) study conducted in 2017 has astonishing results on how freelancers are about to influence tomorrow's labor market (Upwork, 2017). Indeed, already 37% of the US workforce was made of freelancers at the time of the study and based on the estimations of FIA and the current growth rate of freelancing, they should represent half of the US workforce by 2027. In addition, the study looked into the reasons that motivated people to shift from being employees to being freelancers: 63% of the current freelancers said that it was their choice, and not out of necessity. It is also important to note that when they were asked the same question in 2014, only 53% of them had the same answer. Therefore, it is relevant to expect this percentage to continue growing over the years.

Another finding of this study can be linked to the topic of this paper: 63% of freelancers agree on saying that having a portfolio of clients is safer than having one employer. With this increasing number of people who do not want to have a boss anymore, how will companies convince the others to remain employees? Also, according to Gallup, 50% of employees quit to get away from their boss. This implies that the current management style of most of managers may not be efficient. That is why retention challenges are at the heart of companies.

If freelancers support the theory that a change of management style would be efficient for the companies, there is also a new way of working that adds support to this statement. Indeed, home office or remote working is getting more and more popular. In France, home office days have to be part of the employment contract. Even though it is particularly appreciated by parents, home office or more generally speaking remote working is sought by new generations as well. Indeed, having all or most employees work from their home is a good cost-saving strategy.

However, employees see additional benefits in this new way of working. An example would be an employee of Galvin, a consulting company. She moved out of state because of personal reasons; so, she had to choose between changing companies or working remotely (Galvin, 2013). She and her managers decided on the latter, and she found out many benefits of not working from the office. The first one was the increase of creativity. She discovered that frequently changing the environment increases the level of creativity, as it gives you more inspiration and take you away from your routine. In addition, she increased her level of productivity, as she could organize the day as she wanted. To give a concrete example, she felt better working hard in the morning, and dealing with emails and phone calls in the afternoon. Home office therefore enables people to take advantage of their own preferences, and to really be efficient. Finally, if managers know how to handle remote team members, they will also have a smoother experience dealing with clients that they cannot meet in person because they are abroad.

## STRENGTHS

Hands-Off Management fosters creativity, and innovation, which are critical in a fast-paced business environment (e.g. failures of Nokia, Blackberry).

## Weaknesses

A management style is effective when team members are responsive to it. The danger is to apply it to everyone without considering the expectations of each employee. Moreover, managers may identify employee's incompetence too late, which will cost money to the company.

## OPPORTUNITIES

Digital evolution is in the favour of Hands Off Management: it will only make it easier to implement communication channels (e.g. slack, bloom). It also broadens the access to talents.

## THREATS

Millennials enjoy flexibility in the workplace. However, if it helps attracting them, it does not help to retain them because they are not afraid of change. Loyalty strategies need to be developed.

# SWOT

Companies have a lot to win by allowing their employees to work remotely. But they still have to learn how to deal with them, how to manage them. If they are not on site, managers will have a hard time micro-managing them. And if they try to micro-manage remote workers, they will experience a lot a frustration. They might already be against it in the first place. That this why top management should make sure that everybody is on the same page. Upskilling the workforce in Hands-Off Management – from the managers and the employees' sides – is a solution.

A last social dimension should support the benefits of Hands-Off Management, and this is the arrival on the market of Generation Z. This generation made of people born after 1995 has a different set of skills that the previous generations X and Y. While these two had mainly hard skills, this generation Z is known for its entrepreneurship spirit and its search for innovation (Kleinschmit, 2019). In addition, it seeks independence, and would rather work alone on their projects, so that they can be attributed rewards for their results (Patel, 2017). Generation Z is therefore a match with Hands-Off bosses, as they are mainly results-driven, and give a lot of autonomy to their team members. As this population has started to enter the labor market, and as they will be the future of companies, managers should be ready to adapt their managing styles to attract the best talents, but especially to retain them.

The current socio-economic environment of the labor market gives good reasons to companies and managers to review their managing styles. Indeed, adapting them to the disruptive profiles on the market would serve the company's interests as well. However, changing is not something easy; so, changing something that is most of the time part of your personality is even more complicated. The following paragraph aims at providing guidance on how to be a good Hands-Off manager.

## HOW TO manage HANDS-OFF

Defining Hands-Off Management can be tricky. Some professionals see this management style as a kind of "laissez-faire". The most negative outcome would be that managers do not provide clear guidance but expect results from their employees. And when the employees fail to reach the targets, the blame falls on their shoulders (Chi, 2018). That is why it is important to find a good balance between Hands-On Management and Hands-Off Management. If the goal is to shift from the first style to the second one, it is probably for productivity reasons, or for the reasons mentioned above, letting more space to initiatives, and ideas. That is why it is necessary to make sure that everyone in the team is on the same page.

In this perspective, rename Hands-Off Management as Visionary Management might be more explicit. This would ensure that managers communicate clearly on their vision, what they have in mind, the ultimate goal, which will encourage their team members by giving them purpose in their work (Baldoni, 2013). Wording has its importance, and "visionary" appeals more to employees than "Hands-Off". Indeed, they are both explicit, but they give different perspectives on what is behind the word. While the first one makes it clear that this type of managers are keen on giving purpose to their work and team, the second one would rather make it sound as team members will be working in a completely autonomous manner. Depending on the profiles within a team, a manager can decide on one or the other option, in order to ensure correct understanding of the management style.

But purpose is not the only determining criterion in the implementation of Hands-Off management style. As it was mentioned in the introductory part of this paper, Hands-Off management fosters a lot of confidence within a team. However, managers need to be careful about it, because mistakes can always arise. Even worse would be that everyone on the team starts to be over-confident, which would make a downfall quite hard (Miller, 2017).

In addition, as managers are focused on the outcome and not on the process, they may forget about the challenges and issues that come up in a project. Therefore, they may not be the best help to their employees in such cases, which can lead to a decrease in credibility from their team members. Moreover, if employees do not turn to their managers for questions, bigger issues may arise as there is no manager to look into the project in details. Because of their experience and skills, managers may be the only ones to notice elements that require a stronger level of attention. This can lead to a decrease of quality of the work done.

A last risk that comes with Hands-Off Management – and it can be linked to the lack of purpose of vision provided by managers – is that these managers are rarely mentors to their employees. They do not help climb up the ladder because they are not providing them with empowerment. They might give them some hard skills, teach them how to work autonomously, give them a lot of trust, in the end they are not working daily with them. They are not focused on the wellbeing of team because their focus is elsewhere. If some employees tend to learn from managers who lead by example, they may feel some frustration. Ultimately, they are not working together. Employees may feel like they are working for instead of with these managers.

To sum up, shifting to Hands-Off Management comes with a lot of risks. That is why managers should make sure to provide a vision to their team members, which will foster their creativity and give them purpose in their work. They will know why they are working. Therefore, it is also important to communicate with them about what is happening at the upper level in the company. Managers should use their access to the business strategy as a source of motivation for their team members: they need to communicate on it. Moreover, Hands-Off should not turn into "laissez-faire". Managers need to understand that their team needs their experience and skills. Therefore, they should find the right balance between leaving their team work autonomously and providing assistance when needed. They also need to understand that some employees will naturally come to them when they need help, while others will assume that it is the manager's role to step in when necessary. Expectations should be made clear to employees, so that they know how to behave. This will definitely make the team more efficient and will protect the relationship between managers and employees. Finally, looking a bit closer to what is going on in the team is a way for managers to keep up with current processes and will help them retain hard skills that they may not be using daily anymore. To conclude, managers need to make sure that their employees do not feel abandoned, and this is made possible with the improvement of communication channels.

**While it can be scary to take a step back (...), it can allow workers to produce higher quality goods and services, improve employee engagement, and make your business a better place to work.**

Mona Patel, CEO of Motivate Design

According to Galvin (2013), communication channels are important to effectively work remotely. She explains that they mainly used three techniques to stay in touch. The first one is Chatter, a salesforce platform where employees can connect and share their files, data or simply communicate. The second one is instant messaging, to have a real-time discussion with your colleagues. The co-founder of Chronicle shares the same recommendations, while adding Slack into the loop (Radocchia, 2018). Indeed, you can create groups on this social but pro-

fessional network, to avoid annoying the whole team with a topic that only a few team members are working on. On the same project management topic, she recommends other tools, such as Asana, Jira, Google Docs, Trello and Basecamp. Nevertheless, she knows the importance of meeting face-to-face regularly, and therefore organizes "bi-weekly leadership meetings" with her team, to make sure that they all keep each other posted with what is going on in all the different projects.

**50%**  
of employees quit  
to get away of their boss  
Gallup, 2015

**31%**  
of employees work  
remotely 4-5 days a week  
Gallup, 2017

But she does not consider these meetings as enough, because they are still organized as videoconferences. Because of her role as co-founder of the company, she wants her employees to feel that she is really concerned about their work. That is why she travels at least once per month to the company's premises, in order to meet everyone and take more time to discuss their current challenges. Also, remote working also implies more flexible working hours. But she stresses out that you should never expect your counterparts to behave as you do, i.e. you should also respect the ones that have regular working hours and try your best to find time slots that suit everyone. To find the most efficient communication tool, managers should discuss everyone's preferences and decide on what suits the majority. However, they should also set different checkpoints in time to make sure that it is actually working and that every team member is satisfied with it.

To find managers and team members eager to this level of change may be difficult. That is why choosing to become a Hands-Off manager or wanting team members to be suited with this kind of management cannot be forced. Consequently, companies should review their recruiting and promoting policies to match this new trend and to make the transition smoother so that it does not impact the business in a negative way. If managers have a lot to take into consideration when adopting this Hands-Off approach, team members must be willing to change and to work with this new kind of management. That is why trainings should also be conducted on their sides to facilitate the understanding of both parties

## HOW TO DEAL WITH IT AS A N-1

As it was previously explained, managers need to have a vision in their work and transmit it to their employees. They need to communicate clearly about their expectations and the general organization of work, i.e. the roles of everyone in the team. However, employees can also meet them halfway to make the relationship easier.

Employees need to understand that they may have to raise awareness if they want their manager to pay attention to a precise aspect of the project. This is a typical characteristic of this management style: managers will not intervene in a project unless they are asked to. This of course has its limits, because employees might feel like it is part of their expertise and position to recognize red flags. But actually, because they are focused on the outcome, red flags along the way are not of their concern. They will trust their team to deal with them and find solutions to problems. Another issue would arise if the manager is deeply visionary and does not provide much guidance on their expectations (Manzoni, 2014). This behavior often happens for managers who have experienced Hands-On Management themselves, and who are therefore aware of the consequences it has on the development of employees. That is why employees should keep in mind that managers may have their best interests at heart. Therefore, they should see the

positive outcomes of this type of management, e.g. it will give them more responsibilities and therefore more skills, which will be necessary for their potential next step within the company. Initiatives can be taken from employees' side as well. This means that employees should feel free to set up meetings when they feel that they are necessary at this stage of the project. Because of the level of trust the manager have in them, they will not question the initiative. If they see that the question or issue for which their assistance was required would have an impact on the overall result or on the business, they will appreciate their employees having asked for guidance or help.

Of course, this initiative should remain exceptional if the goal is to have Hands-Off Management put in place. It is easier for employees to ask for help rather than think by themselves about how would they react if they were the manager of the team. That is why managers should each time assess the relevancy of this initiative. Otherwise, the team will be going back to a Hands-On approach (Baldoni, 2013).

## CONCLUSION

Hands-Off Management is inclined to shift from being a trend to be the most common management style of companies in the next years. With new ways of working taking more space every year, this managing style will not remain an option to managers for long. That is why they need to take out the best from it, and make sure their teams are keeping up with this change. In this perspective, managers will have to find the best balance between autonomy and intervention, keeping in mind that the previous ways of communicating are about to become obsolete because more and more employees are expected to work remotely in the next years. This gives no other option to managers than to get rid of micro-management habits. Moreover, Hands-Off management has its benefits, because it can increase creativity and give a sense of fulfillment to employees who therefore have many responsibilities. For these reasons, Hands-Off Management will be dominant in companies.

## Market examples

### #1\_ CHRONICLED

A US company founded in 2018 and specialized in block-chain faced challenges when the co-founder of the company was working remotely. They understood what needed to be incorporated in the company culture: leading by example. All the direct reports of the co-founder now follow her path. They also had to find new ways to stay connected to each other: Slack, bi-weekly meetings, following projects on Asana or Jira, working on Google Doc etc. But as Hands Off Management is not suited for everyone, she used personality tests to check her team members or potential candidates beforehand.

### #2\_ GALVIN

A US-based cloud consulting company faced its first request for remote working in 2011. They maintained good communication through instant messages and Skype, but decided to keep formal meetings as well to see each other. This resulted in the employees being more creative, as changing one's environment develops inspiration.

## Executive Recommendations

There are different steps when deciding to be a Hands-Off company:

Analyse the personality traits of the current employees, or adapt the recruiting strategy to attract flexible, creative talents

Train managers on how to become Hands-Off: they should set a target, and focus on it, rather than focusing on how to reach it. They should also empower their team members by letting them take on responsibilities, reward them to be results-oriented. Managers need to know when they should give the solution or provide guidance. Managers will also have more time to lead bigger projects.

If first line managers manage to be Hands-Off, the rest of the hierarchy needs to have the same management style, i.e. not bypassing the different levels of hierarchy.

Laura HAVET - Learning & Development Associate

[in LinkedIn profile](#)

**Watch here a short video by the author of the chapter presenting the essence of this trend.**

### sources

- > Baldoni, J. (2013). *Three Cheers For Hands-Off Management*, Forbes, [link](#)
- > Chi, C. (2018). *4 Management Styles to Strive For, And 4 to Avoid*, blog entry, [link](#)
- > Chokshi, N. (2017). *Out of the Office: More People Are Working Remotely*, Survey Finds, New York Times, [link](#)
- > Galvin (2013). *My Experience with Working Remotely*. Galvintech, [link](#)
- > Journal du Net (2019). *Freelance: définition, traduction et synonymes*, [link](#)
- > Kleinschmit, M. (2019). *Generation Z Characteristics: 5 Infographics on the Gen Z Lifestyle*, visioncritical.
- > Manzoni, J-F. (2014). *Dealing with a Hands-Off Boss*, Harvard Business Review, [link](#)
- > Miller, K. (2017). *Hands-on Managers vs Hands-off Managers*, workzone, [link](#)
- > Patel, D. (2017). *8 Ways Generation Z Will Differ From Millennials In The Workplace*. Forbes, [link](#)
- > Radocchia, S. (2018). *50% Of The U.S. Workforce Will Soon Be Remote. Here's How Founders Can Manage Flexible Working Styles*. Forbes, [link](#)
- > Snyder, B. (2015). *Half of us have quit our job because of a bad boss*, Fortune.com, [link](#)
- > Upwork (2017). *Freelancers predicted to become the U.S. workforce majority within a decade, with nearly 50% of millennial workers already freelancing*, "Freelancing in America" study finds., [link](#)

# INTELLIGENT PERSONAL ASSISTANTS

BY nuria jünger



## What is the trend? What impact on people management?

Stop dreaming about personal assistance at your office! Our new colleagues Siri, Cortana, Alexa or Watson, ... are ready to support you by (semi-) automating strongly regulated and repetitive tasks by voice request, like typing e-mails, starting calls, coordinating the calendar, travel planning and orders. They are cloud based, voice operated digital assistants equipped with fast evolving artificial intelligence. This software often comes in visually appealing devices (loudspeaker) or integrated speech systems (smartphones, smartwatches, PC, cars, ...) and answer questions quickly, more or less usefully, with a friendly voice. They are extremely "data-hungry". With the advent of Intelligent Personal Assistants (IPA), processes, working models and roles are being transformed. HR is required to rethink work architectures and how to retool and recruit people to maximize value of IPA-adoption for all parties.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

**Let us admit – the digital-tsunami is no more stoppable. It touches every company – independently of the size or industry. As Jean-Paul Agon, CEO of L'Oréal wisely noticed: "digital is not [anymore] the cherry on the cake, it is the new cake!". A cake, however difficult to digest... Departments, business models, customer relations, IT-Security and data protection are being reshaped at all hierarchical levels. Companies also have become and will become increasingly digital in their inside with working methods and internal processes at the epicenter of the digital transformation. Employees are therefore increasingly challenged to deal with digital information flood and task overload which often lead to stress, demotivation and dissatisfaction. Who has never experienced the flood of e-mails or struggled with keeping the overview on all his digital tools and tasks? Is Jean-Paul Agon talking about a cake requiring smart and personal assistance to eat it? Somehow yes...**

## DIGITALIZATION requires INTELLIGENT Personal assistance

Even though it could sound contradictory, the solution to issues related to digitalization lies in the adoption of new technologies. But not some random additional software-solution! What we need is Intelligent Personal Assistance (IPA): a solution located between the user and his digitals tool which reduces complexity at the workplace by answering to vocal requests and taking care of tasks. This IPA-solution would basically take the fork and spike the cake for us. For most of us, this ultimate luxury of having an IPA becomes more and more accessible: butler Watson (IBM), maid Alexa (Amazon) or waitress Cortana are increasingly ready to feed us the digital cake by simple voice command. They come in somewhat small devices and can perform a variety of actions after hearing a wake word or command, like: turning on light, placing online orders, creating meeting requests, booking trips, sending messages, setting reminders, timer or alarms, creating calendar entries, dialing calls, answering questions, showing weather forecasts, taking photos, playing music, sending texts, opening apps, controlling smart devices, reading news, reporting sports scores, looking things up online, providing directions, giving reminders or opening apps, etc. The trend is already very strong amongst consumers and slowly but steadily finding its way into the business world.

## IPa: FAST-EVOLVING SOLUTIONS

IPa are constantly advancing. In April 2015, the research firm Gartner predicted that by the end of 2018, 30 percent of interactions with technology would be through "conversations" with smart machines, many of them by voice. And they were right: a lot of devices we use on a daily basis contain IPa. IPa are integrated mostly in our smartphones but also for instance inside smart speakers in our homes, in our cars, in smart watches or even in smart glasses. Tractica, a market intelligence firm that focuses on human interaction with technology, says that unique consumer users for IPa will grow from more than 390 million

worldwide users in 2015 to 1.8 billion by the end of 2021. The growth in the business world is expected to increase from 155 million users in 2015 to 843 million by 2021. With that kind of projected growth, revenue is forecasted to grow from \$1.6 billion in 2015 to \$15.8 billion in 2021. Developers are constantly creating new features for voice assistants, which further integrates them into our lives. According to Global Market Insights, Inc., between 2016 and 2024, the market share for the technology will grow at an annual rate of almost 35%.

In recent years IPA-technology as well as the way people interact with it have strongly evolved. Early on, text was the only way to interact with an IPA (typing in a phrase triggered a response). Now, voice has taken over. Assistant apps or smart speakers are always listening for their wake words (words like "Hey Siri," "Ok Google," or "Alexa"). Most of the IPA have somewhat female-sounding voices but can be personalized by users to some degree (male voice or different wake word). The ability to make these adjustments can be especially helpful if someone named Alexa lives in the home.

Examples for popular IPA comprise Siri by Apple (the first IPA created), Google Assistant (for Android devices), Cortana (on Windows 10), Alexa (by Amazon), Dot. Google Assistant (part of Amazon Home), Bixby (Samsung), Watson (IBM) and others. Technology companies are working to create increasingly sophisticated technology that will automate even more processes and tasks we do throughout the day. Their focus also increasingly lies on new and better company solution for business. To name just a few: Sally or x.ai (for scheduling and travel assistance), Conversica (for Salesforce), Drift (for marketing), Intercom (for customer management) or Mya systems (for HR-recruitment), ...

A very advanced and impressive IPA is Google Duplex (definitely worth to look it up on YouTube if you do not know it). Duplex is a new AI-powered assistant which is able to talk and interact in a way that feels very human, and which is able to successfully make an appointment on the phone, without making its dialogue partner know that he/she is not speaking with a human.

## ADVANTAGES OF IPA FOR COMPANIES AND EMPLOYEES

In companies that embrace IPA, those smart speakers can support very practically by (semi-) automatizing repetitive and low-value-adding tasks. They can, for instance, research data, facts or addresses during meetings which someone would spontaneously need to know. They can also take notes, record items or create to-do and follow-up lists, all of which save time and keep people focused on the meeting. Being able to ask a voice assistant for a sales figure or a report eliminates the need for a person who is in the meeting to take their attention away from the meeting to find the report. In addition, IPa that have access to company databases can compile statistics, automate tasks, and turn dictations into text reports. In essence, IPa are going to take people away from screens. Thus, IPa can have a positive impact on the employee experience.

IPa can for instance enable a certain kind of comfort and convenience for employees: a variety of "hand-free" tasks and less exposure to screens. It can help employees who may have difficulty with certain technologies to accomplish their daily tasks more easily or open them

**Surprise me**  
**Amazon is owned**  
**by Jeff Bezos who owns**  
**the Washington Post**  
**and has \$600 million deal**  
**with the CIA. Still want**  
**an Amazon Echo?**

up to other tasks and roles that may have not have been possible before in their current environment. Health care practitioners, factory workers or field maintenance technicians, for instance, who are not able to use a keyboard (e.g. if they have to wear thick gloves or bodysuits for safety reasons) can use IPA in order to perform specific tasks more easily by using voice command.

Moreover, in their role of virtual colleagues, IPA complement the work of their human counterparts and take over repetitive and boring tasks, freeing up employees to focus on higher-level and value-bringing projects. This boosts productivity. In regards of its high computing power IPA are also destined to provide the best possible support to decision makers. IPA are capable to grow rapidly large amounts of data and find the most relevant information for a given project or meeting. The eased search for information and insight thus enables a better data-driven decision-making as well as doing more prudent choices in the market. In a fast evolving VUCA-world where the flow of information is increasingly rising, IPA act more efficiently, rapid and stress resistant than any human assistance can ever do. Best thing: with advancement of machine learning, artificial intelligence and other technologies, each employee can theoretically soon receive their own IPA.

IPA are capable of managing many routine tasks performed by humans at a lower cost while offering greater flexibility and scalability. They basically function very much like virtual employees, automating many office functions with minimal investment in IT and support. They can be deployed onto enterprise technology platforms without substantial investments in hardware, specialized personnel or application development and therefore are rather easy to adopt. IPA like Eva (Voicera) can participate in meeting surfacing data and provide information relevant to the conversation. They can also permit to improve communication. The possibilities of IPA are still at the beginning but have enormous potential to change human-computer interaction.

## Drawbacks and concerns related to IPA

As acceptance and usage of IPA continues to grow, reservation and concerns of some people and organizations are rising. Even though, IPA are impressive technology, they are actually not intelligent in the same way as humans are. They are the result of years of training a machine to interact with humans in a specific way. They perhaps seem to think, however there is a major difference: it is not thinking critically and by itself. If calendars are not kept updated for instance, IPA will never anticipate a reasonable time to set an appointment as a human personal assistant would do. There is still a long way to go to create a "do-it-all" kind of intelligence (also called "Artificial General Intelligence") which would enable technology to think critically.

An issue also lies in the accuracy and the relatively early stage of development: IPA do not always understand what we are asking, how we speak or sometimes simply have not learned how to do something. The problem is, that the conversations we have with IPA is not really two ways at all. IPA just listen for their wake word, which relies on algorithms, and then begin communicating with a server to complete a task. They need to be "woken up" every time a follow up question is being raised and need real people to monitor it in order for it to "learn" new things. As voice assistants still seem limited in their capabilities they will certainly not be commonly employed right away in companies. Indeed, according to Deloitte there is still a "readiness gap", while 72% of respondents believe AI is important, only 31% said they felt ready to address it in their industry.

In addition, a major concern is the privacy, especially involving smart speakers. Indeed, smart speakers are always waiting for a wake word and thus listening to their environment with no need any more of actively pressing a button. Once woken up they record audio clips of what the speaker says. These records serve as a file for them to process the audio and provide a response. The records are sent through encrypted connection to services which are far from our homes or company establishments. However, regulations and laws surrounding IPA are struggling to provide proper protection as technologies change rapidly.

*The future is ours to shape. I feel we are in a race that we need to win. It's a race between the growing power of the technology and the growing wisdom we need to manage it.*

Max Tegmark, MIT physicist, *The Washington Post*

Even though, IPA usage is growing amongst all age groups. Especially younger people do not seem to have as much concerns with privacy as older ones. They increasingly accept those privacy issues as the convenience provided by IPA prevails. For businesses however, it urges the need to consider things like access authorization, archiving and records management. The attention for company lies on data-security and protection: in particular, the potential hackability of the devices represents a concern. With IPA, strangers can easily send a mail, purchase an item or check and alter calendar of others and thieves access critical data simply by asking the smart device. There is even the question about whether smart speakers can have mechanism to report things, patterns or activities of its users to authorities. Specific enterprise solutions still need to come out. A very scary confirmation of that concern is an incident that was reported by Amazon's Echo users in 2018: the device suddenly emitted an evil laugh for no reason. First, users thought someone had hacked their smart speaker, however amazon announced after investigations that the Echo had been laughing after hearing words close to "Alexa laugh". As a consequence, Amazon changed Alexa's response to a user's request that it laughs to: "Sure, I can laugh," followed by laughter.

Another issue is the practicability in the business world. It is still difficult to imagine a group of employees sitting in front of their PC all talking to a voice assistant, especially as the trend for open spaces increases. Since everyone uses a computer anyways, it still makes sense to keep on with the "old-fashioned" way of text-based research. Moreover, there is still a way to go before IPA understand the challenges of business environments. Companies need solutions built for specific skills and interfaces they need, use and allow. Such IPA do not exist off the shelf. For instance, if a purchasing department requires payment with invoices and purchase orders, they cannot use IPA to order something directly. In addition, there is still a need for a certain know-how and affinity of employees to use IPA.

Speaking about employees, their biggest question might be if IPA are going to steal jobs and lead to higher unemployment. Most often the answer given to this question is no. Forbes, for instance, conducted a survey on digital and job displacement, in which 65% of respondents thought that technology had actually increased the number of jobs available. Organizational theorists argue that IPA are not eliminating job itself, only tasks of jobs. They say that IPA actually give employees space and time to think about how to do things differently or how their roles give value. This enables employees to optimise resources, become more efficient, proactive and strategic rather than reactive firefighters in their jobs. Whilst the fear of losing job circulates, tech-companies like Amazon actually are hiring more and more people than ever as IPA create new opportunities and roles within business. The sole purpose of IPA is not to make things cheaper and faster, but to offer better things and superior experiences.

## STRENGTHS

convenient; cost and time efficient; resistant to stress; made for everyone; high capacity to process a large amount of data; semi-automation of recurring and non-exhaustive tasks.

## Weaknesses

no real conversation; questions and commands are tied to specific functions, which makes the options limited; the quality of the algorithms and the variety of job-relevant applications must be further improved and refined; still difficult to fit the specific needs and tools in companies.

## OPPORTUNITIES

fast evolving technology; business world becomes more complex (VUCA); the flood of information and tasks is rising radically; creates space and time for more meaningful work.

## THREATS

place and duration of collected data unclear (USA has less strict data protection standards than Europe); risk of hacking the software / unwanted voice recordings / unwanted voice orders.

# SWOT

## INCREASE OF IPA-ADOPTION AND IMPACT IN ALL FIELDS

Despite concerns and drawbacks, many sectors of the economy are finding uses for IPA in addition to those found in devices like smart speakers and phones. Companies use IPA for instance to personalize, ease and innovate customer service and gain loyalty. In retail, Levi's has for example recently introduced an IPA-stylist which advises customers on personal fit and style of the jeans. The IPA is available through the website, via smartphone or laptop, and communicates with customers in a "conversational tone". In finance, SPIXII explains people in London which insurance product to buy by talking in a simple way, like a friend or family member, about advantages and features. Solutions like this are displacing a wide range of jobs related to repetitive and low-skill functions.

However, even high skilled professions have been impacted. IBM's Watson has for instance demonstrated superiority to humans across a growing range of medical functions. IPA also supplant traditional roles like paralegals and attorneys or tax specialists in accounting firms by rapidly automating core function. With their capacity to write financial and sports reporting, IPA also heavily impact the traditional role of newspaper reporters. Those are just a few examples of a long list. IPA are only just beginning. Regardless the industry, IPA are challenging today's way of thinking about work, value, and talent scarcity. IPA will lead human workers to reinvent their roles to address issues that machines cannot process. It also creates a new demand for skills to guide its growth and development.

## WITH IPA, COMPANIES WILL LOOK FOR NEW SKILLS AND COMPETENCES

With the adoption of IPA, the skills a company needs change. Emerging areas of expertise will likely be technical or knowledge-intensive fields. Examples of potentially high-demand skills include modelling, computational intelligence, machine learning, mathematics, psychology, linguistics and neuroscience. McKinsey's report on the future of work outlines that 375 million workers around the world may need to switch occupational categories and learn new skills because approximately 60% of jobs will have least one-third of their work activities able to be automated. Hence, the future will increase the value of workers with a strong learning ability and strength in human interaction. Ironically, these qualities of tomorrow are usually skills children have. Another skill that matters to fuel the development of IPA in the coming years is ethic related to IPA and the ability to manage associated risks and concern. Such role might be a mixture of data scientist and compliance manager. Companies also increasingly will need personnel able to train IPA successfully and to implement it in operations. This requires deep experience in data science, human/machine parity and an advanced business understanding. What is certain is that some of the most vital skills will be those which remain difficult for technology to replicate, namely creativity, critical thinking, complex problem solving and emotional intelligence.

# new HRM roles and goals

As jobs related to IPA evolve, HR professional must prepare to secure new skills, for instance through competitive talent strategies for technical and knowledge workers. A proactive approach to IPA can be key for a talent advantage in the future. With the arrival of scanning technologies, Chatbots answering candidate's questions or tools like "Text Sentiment" (which can help a company tailor a job description), the HR-function itself has strongly been impacted. IPA can help HR-professionals to manage data more carefully through predictive analysis and automation. Thus, it can support HRM for instance for workforce assessment, optimization of workflows or talent tracking. IPA also permit them to save time and resources on entering, reading or sorting data. Basically, it can do the administrative task and permit HR-Managers to focus more on the "human" in human resources. This shifts HR roles and functions with a new focus on business, people and strategy.

As strategic business partners, HR needs to adopt, accept and analyse the potential of IPA in business strategy and work in that direction. They need to drive proper change management to integrate IPA to the existing human forces. Thus, they need support organizations in reimagine their working models and the redesigning of business processes in a way that maximises value for both humans and machines. Redesigning business processes requires higher-level responsibility which is based upon creativity, innovation and tapping upon the requirements. HR professionals of the future will also rethink what is needed from the workforce, how IPA will impact employment and skills sets. They need to support in retooling of talents if needed, through focusing on trainings that ease IPA-adoption and use.

**Enterprise adoption of IPA is expected to rise from 145 million in 2017 to more than 1 billion unique active users by 2025**

Tractica

and risks related to IPA will equally play a decisive role in engaging and involving workforce. This includes to communicating clearly about the pros and cons of IPA, sharing HRM goals of adopting it and train employees to embody IPA in their personal working tasks. Last but not least, HR needs to reinforce change through recognition of IPA-implementation, feedback from use and coexistence with previous procedures and constant review of performance data.

## conclusion

We are entering into an era of human-machine partnerships. As IPA become more robust, their utility in both the personal and business realms will grow. IPA are most effective when complemented by humans, not replacing them. With the advent of IPA, HR has the opportunity to rethink work architectures and to reevaluate how to retain and recruit people. Preparing for the disruption that IPA brings is essential to avoid falling behind technological progress. Overcoming pervasive fears and misconceptions about IPA will help accelerate business into the future. Whether companies adopt IPA as a simple application to improve workflow or as a more complex way of recommending options to customers, it permits them to be ahead of the game! So, business and HR now need to ask the question: "Hey, Google. Where can I get an IPA nearby?".

## Market examples

### #1\_ AMAZON

Amazon's partnership with the Marriott hotel chain. The hotel uses the Alexa Echo function to coordinate the check-out of guests and additional room booking services. Almost 90 percent of customers that have used an in-room Alexa have been very satisfied and 70% would choose Alexa-enabled rooms in future if they were available.

### #2\_ HEALTHCARE

Healthcare sector. Family doctors are currently using voice-controlled IPA to document the patient data. By eliminating the need for a mouse or keyboard, test results or prescriptions can be entered more quickly into the electronic healthcare system, saving time. Moreover, IPA like Watson can support to establish and identify diagnosis more rapidly than a doctor could do by himself without it.

## Executive Recommendations

Adopt, accept and analyse the potential of IPA in business strategy and work in that direction.

Seek IPA-implementation in a way that maximises value for both humans and machines.

Retool talents through internal training, coaching and mentoring and rethink which skills related to IPA still matter in the future to secure vital skills and a talent advantage in the coming years.

Engage workforce and senior leaders (especially those with higher resistance) through communicating clearly about the possibilities that IPA can bring to them and the risks of not adopting it. Also address risks and possible concerns that arise.

Reimagine working models and business processes with IPA-use and monitor performance data.

Pay attention to data collection, usage and protection and learn to deal with it by choosing those systems which engage to keep data confidential.

**Nuria Jüngert** - Management Development Specialist

[in LinkedIn profile](#)

### sources

- > Allegis Group (2017). *AI's Impact on Jobs: Reading the Indecipherable Tea Leaves*, [link](#)
- > Forrest, C. (2018). *Five ways voice assistants are going to change the office*, [link](#)
- > Abraham, K. (2018). *Wie digitale Assistenten Menschen im beruflichen Umfeld unterstützen*, neohelden, [link](#)
- > Al Ghurair, H. (2019). *HR Get Ready: Artificial Intelligence Is Changing the Way we work*, Talent Management and HR, [link](#)
- > Koeman, J. (2018). *Why Talent Development shouldn't fear AI*, Association for Talent Development (atd), [link](#)
- > Manyika, J., Lund, S., Chui, M., Bughin, J., Woetzel, J., Batra P., Ko, R. and Sanghvi, S. (2017). *Jobs lost, jobs gained: What the future of work will mean for jobs, skills, and wages*, McKinsey Global Institute
- > Newman, J. (2016). *Everything You Need To Know About AI Assistants, From Siri To Ozlo*, Fast Company, [link](#)
- > Meister, J. (2018). *The Future Of Work: Three New HR Roles In The Age Of Artificial Intelligence*, Forbes, [link](#)
- > Severt (2019). *4 Amazing Ways AI Personal Assistants Can Impact Your Business*, Interators, [link](#)
- > Re—Work (2017). *Everything you need to know about AI assistants*, [link](#)
- > Smartsheet, *Voice Assistants: How Artificial Intelligence Assistants Are Changing Our Lives Every Day*, [link](#)
- > Tractica (2016). *The Virtual Digital Assistant Market Will Reach \$15.8 Billion Worldwide by 2021*, [link](#)
- > Goertz, W. and Escherich, M. (2015). *Market Trends: Voice as a UI on Consumer Devices — What Do Users Want?*, Gartner, [link](#)

# JOBHOPPING and CHERRY-PICKING

BY LINH LE DIEU



## What is the trend? What impact on people management?

Today's employees, especially Millennials, leave workplaces so quickly. They move from companies to companies and try to work in different jobs before really settling down their career, creating the job-hopping trend. At the same time, employers tend to cherry-pick ideal candidates based on their competencies, working and education experience. They only want to hire the best people to work for their organization, but waiting for the perfect person sometimes loses the chance to get the potential talents and take time of existing employees who are covering the tasks of vacancy positions.

These new habits question employees about their credibility and employers to rethink about their decisions and strategies when it comes to recruitment, training and retention.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# WHAT IS JOB HOPPING AND CHERRY-PICKING?

Cherry-picking can refer both to something employers do (electing the perfect candidate) and to what the employee does (by cherry-picking the “cool and interesting” jobs as we intended the trend).

A generation ago, it was common for employees to stay with the same employer for their entire career life. These days are behind us, welcome to a changing world of work!

Today's young professionals can sometimes change jobs every two or three years to build a better career, creating the job-hopping trend. While job-hopping used to be a negative norm, its traditional definition may no longer apply in the current economy. According to Paysa (2015), the average tenure at Facebook was 2.02 years, Google 1.9 years, Apple 1.85 years, and Uber 1.23 years. Despite the attractive salary and high reputation, big companies cannot avoid the job-hopping trend.

Another survey conducted by BrighterMonday in Africa in 2017 showed that, 80% of the employed job seekers intend to leave their job within the next one year, against a 5% minority who intend to stay on their jobs. Job-hopping is on the rise.

At the same time, it exists another trend related to job-hopping, which is cherry-picking. In fact, there are two ways of understanding cherry-picking: employer's perspective and employee's perspective. Employers tend to cherry-pick ideal candidates based on their competencies, working and education experience. They only want to hire the best people to work for their organization, but waiting for the perfect person sometimes loses the chance to get the potential talents and take time of existing employees who are covering the tasks of vacancy positions. Added to that, employees also cherry-pick the cool and interesting jobs that meet their requirement. For example, without the early work experience, gen Z or Post-Millennial can often have unrealistic expectations and idealistic job image, which in turn promotes reduced engagement rates and greater turnover. They expect their future work to be very exciting, as they will do many significant projects, that their managers will enjoy listening to their thoughts and implementing them immediately, that they will always have the flexibility to work from home or wherever they want, and that there will be no conflict between colleagues and people will be pleased to work with them.

## BUT, WHAT MAKES PEOPLE HOP JOBS?

It is said that Millennials are more interested than previous generations in trying out different jobs before settling on a career. A report from LiveCareer (2018) showed that the average amount of time spent per job goes down across generations—Baby Boomers (8 years), Gen X (5.4 years), Millennial (2.4 years), and Gen Z (1.2 years).

Some young employees consider job-hopping as a great career move since it is a chance to grow their career, attract a higher salary, change locations, find a better corporate cultural fit or widen their networking. Jumping to a new job can help employee earn as much as 10%-20% more than they do in their current position (Keng, 2014). Other reasons that today's employees leave workplaces so quickly include the lack of opportunities to learn and to grow, lack of work-life balance, lack of career development plan and lack of recognition. Another motivation makes young people hop jobs so frequently is the rapid development of the technology industry, which has created many new roles that millennials find interesting, curious and eager to experience.

Managers also have a great impact on employee turnover and retention. “People leave managers, not companies” is a common sentence you may hear when discussing about the reason people want to quit. No employee wants to work for a boss who does not take an interest in their career development, does not help them deepen their skills and learn new ones, and does not recognize their contributions. They want managers who will inspire them, who are fair and honest and will stand up for their team.

*Lagging wages not only are causing increased job hopping but are in many cases adversely affecting morale and work efforts. This has become increasingly apparent to HR as quit rates at companies rise and it is becoming harder to fill vacancies.*

Lynn Reaser, Chief Economist at the Fermanian Business & Economic Institute.

## HOW EMPLOYERS VIEW JOB-HOPPERS?

Before being quick to judge a job-hopper, it is important to look at their performance record within their previous companies to see the real reasons why they are seeking a new opportunity because it is not necessarily a bad thing to be a job-hopper. Job-hoppers typically have a wide range of work experience and a broader set of skills, therefore, company can get the value of gaining a variety of transferable skills. Instead of making all new hires go through a complete onboarding process, we should focus on the gaps in their knowledge by testing newbies their capabilities to meet the company's need. For instance, for a Financial Analyst position, if the new employee already has experience with Visual Basic Application (VBA) or programming tools (Python) for finance, there is no point in wasting time on retraining. Thus, from the moment an employee starts working for our organization, track what makes him or her special. Then look for opportunities to give them the stage to shine and create a positive impact on everyone else. For example, if the employee has a particular skill, he or she should be encouraged to teach co-workers. Being an internal coach or mentor will make the employee feel empowered and create a knowledge sharing culture within our company. Moreover, employees who have worked at multiple companies, even in a short period of time likely bring new ideas that perhaps our company has not thought of before. Most job-hoppers can quickly learn and adapt with the new working environment since they have spent most of their careers adapting to new companies and new colleagues. Therefore, in many cases, job-hopping is not a huge problem and certain amount of job-hopping is healthy because it blows some fresh air into the organization.

Nevertheless, for companies, losing a talent to the competitor after a year means wasting precious time, money and resources on recruiting, onboarding, training and development. Companies typically pay about one-fifth of an employee's salary to replace that employee. Some hiring managers still hesitate to recruit job-hoppers when they see in the CV several jobs in some short periods of time. They question about the candidates' level of motivation, loyalty, engagement and ability to get along with other colleagues.

When employees have low engagement in the workplace, they will not put all energy or passion into their jobs. Perhaps, it is time to let them leave. An example is the case of CEO Josh Sample of Drive Social Media (Glazer, 2019). When he took over the company, he encouraged

## STRENGTHS

With a prosperity of experience in different roles at several companies, most job-hoppers can quickly learn and adapt with the new working environment; bring new and fresh ideas; transfer their skills and knowledge within the new company.

## Weaknesses

Losing an employee after a year means wasting precious time, money and resources on recruiting, onboarding, training and development. Some hiring managers still hesitate to recruit job-hoppers due to their lack of loyalty, motivation and engagement.

## OPPORTUNITIES

When someone leaves, it is an opportunity to bring in someone else with different strengths and new things to offer the team.

## THREATS

The fear to lose talents to the competitors. How to retain potential employees and make our company a great place to work? How to enhance our employer branding to attract the ideal talents that fit our culture and are worth to invest into?

# SWOT

all employees to have open and honest discussions about the job that they want to do. He only wanted people who really wanted to be there to stay. For the ones who want to pursue other career dreams, he is willing to help them find a new job. There may have benefits when employees decide to leave the company in a good condition. They will be our ambassador to share fairly about their experiences. If they leave our company feeling good about us, they will speak positively and promote our employer branding. Word of mouth really works in this case because it is these employees that encourages great people to come work for our company. Therefore, when someone leaves, it is also an opportunity to bring in someone else with different strengths, new things and fresh mind to the team.

Job-hopping is rising as a major challenge to many organizations. A key question that any employer should ask is how to retain potential employees and make our company a great place to work? It will become much more challenges that we have to face in the future since The World Economic Forum (2013) predicts that 25 million extra workers will be needed in the US by 2030 to sustain economic growth, while some 35 million extra workers will be required to fill Europe's employment gap by 2050. How to enhance our employer branding to attract the ideal talents that fit our culture and are worth to invest into?

# 60%

think "few people will have stable, long-term employment in the future"

PwC, 2017

The average amount of time spent per job goes down across generations – Baby Boomers (8 years), Gen X (5.4 years), Millennials (2.4 years), and Gen Z (1.2 years)

LiveCareer, 2018

## recommendations TO ADAPT TO THE JOB-HOPPING Trend

With the average U.S employer investing "\$4,000 and 52 days to hire a new worker," according to Bersin by Deloitte Talent Acquisition Factbook (2015), it makes sense to prioritize efforts in employee retention. We not only must understand how to attract the talent workers who are looking to leave their current organizations, but we must also find out how to retain our existing employees whom we are investing in this is one of the hardest challenges for HR professionals in this changing world.

In order to meet the future needs of the workforce, it is essential to understand the career planning, the growth opportunities and to enhance employees' feeling of belonging to the organization. For instance, instead of trying to fight the job-hopping trend, Conserva Irrigation – the US company founded on the concept of water conservation, found a different approach for its job-hoppers: "We needed to be intentional about creating an environment they would want to call home - a comfortable lily pad." The company focuses on employees' career plans and development opportunities. They don't see a waste of resources, but rather a way to earn employees' dedication that brings value to the company (Darmody, 2017).

Other ways to retain and engage employees are to help them grow professionally in each position and enhance their job satisfaction by providing the job rotations within the company. For junior workers, participating in job rotation programs provides them with a different perspective and encourages them to go beyond their limits, so that they never get bored. For managers, the rotations are good steps to prepare well for the next position. At L'Oreal, job rotations give talent employees a great tool to get to know the entire business and be ready for their management careers (Bates).

Besides, communicating the company's mission, values and culture in a transparent way is extremely important. Employees want to work at a company whose values match their own. We can also reduce the job-hopping trend by offering competitive rewards and benefits that are linked to individual or group performance, offering flexible working hours, training employees on how to balance multiple priorities and manage stress.

**Surprise me**  
Companies typically pay about one-fifth of an employee's salary to replace that employee  
*Boushey and Glynn (2012)*

However, the fact is that sometimes when we do all the effort, we hardly prevent employees from job-hopping, especially young people in their early career. They are absolutely aware that job-hopping looks bad on their CV, but they continue to keep looking for opportunities to explore themselves and the world around them. Thus, instead of trying so hard to retain job-hoppers, we can find ways to make the most of their time with our organization, empower them, treat them as our most important assets and make them feel satisfied and proud that they learn and grow a lot from our company and that our company is the perfect first step for their future career. The online platforms like LinkedIn, glassdoor.com and others are the useful tools to enter the online jobs market providing access to salary comparisons, corporate culture and career paths. Therefore, organizations have to work harder to protect our brand and image as a desirable place to work. There is no better advertisement for our company than our own employees to help us attract new talents. At the same time, during the recruitment process, we should avoid quickly to judge a job-hopper that might be a potential candidate, but try to adapt to this new trend by understanding the real reasons they want to move and give them opportunity to join us if they fit our culture and meet our requirements.

In conclusion, we cannot deny that job-hopping will become more common in the future: for a PwC report in 2030, 60% think "few people will have stable, long-term employment in the future". They consider it acceptable because they are trying to find out what they want to do, to build networks, to increase their salary and to expand their skill set. This explains why it is so challenging for the companies to retain them. As a result, the role of HR Manager is not only to provide the needed career management and succession plans in order to develop the motivation and commitment of talent and to be an advisor for all employees who intend to change their job, but also to welcome the job-hoppers and guide them towards their next achievement.

## Market examples

**#1\_** Instead of trying to fight the job-hopping trend, Conserva Irrigation found a different approach for its job-hoppers: they consider the career and development opportunities they propose as a way to earn employees' dedication that brings value to the company (Jenny, D., 2017).

**#2\_** Millennial turnover costs the US economy \$30.5 billion annually. Employers are enhancing employee benefits to recruit and retain top talents. At the same time, improving the leadership and management team to keep people (Atkins, 2016).

## Executive Recommendations

Understand the importance of career planning, growth opportunities and enhance employees' feeling of belonging to the organization.

Help employees grow professionally in each position, enhance their job satisfaction by providing job rotations and prepare well for the next position.

Develop existing employees that could bring value to the organization. Although they might not be with the company for a very long time, they will perform better work while they are there. If they leave the company feeling good about us, they will speak positively and promote our employer branding.

Avoid to judge too quickly a job-hopper who might be a potential candidate; try to adapt to this new trend by understanding the real reasons why they want to move.

Linh LE DIEU - Controlling and Training Coordinator

[in LinkedIn profile](#)

**Watch here a short video by the author of the chapter presenting the essence of this trend.**

### sources

- > Adkins, A. (2016). *Millennials: The Job-Hopping Generation*. Gallup, [link](#)
- > Bates, S. (2013). *L'Oreal Job Rotations Are More than Skin-Deep*. SHRM, [link](#)
- > Bersin by Deloitte (2015). *Talent Acquisition Factbook*
- > BrighterMonday (2017). *Job market report. Exclusive insights into employment in Kenya*, [link](#)
- > Boushey, H. and Glynn S. (2012). *There Are Significant Business Costs to Replacing Employees*, Center for American Progress - [link](#)
- > Darmody, J. (2017). *Is job-hopping always considered a bad thing?*, Silicomrepublic website, [link](#)
- > Glazer, R. (2019). *The "Two Weeks' Notice" Approach to Changing Jobs Is Bad for Companies and Employees*, Harvard Business Review, [link](#)
- > Keng, C. (2014). *Employees Who Stay In Companies Longer Than Two Years Get Paid 50% Less*, Forbes, [link](#)
- > LiveCareer (2018). *Job Hopping Analysis: Trends by Generation & Education Level*, Livecareer, [link](#)
- > Paysa (2015). *The top talent of tech disruptors and titans*, Paysa website, [link](#)
- > PwC (2017). *Workforce of the future: The competing forces shaping 2030*, PwC report, [link](#)
- > World Economic Forum (2013). *The Business Case for Migration*, [link](#)

# (UBIQUITOUS) KNOWLEDGE

BY THANH NGA LUU



## What is the trend? What impact on people management?

In a world where knowledge has become an increasingly ubiquitous commodity and we can all retrieve the same information, the key differentiator is not access to data, but the ability to make use of it; the capacity to translate the available information into useful knowledge. Unsurprisingly, there is now a big demand for employees who can demonstrate high levels of learnability. They need desire and ability to quickly grow and adapt their skillset to remain employable throughout their working life.

This trend is changing the HR's perspectives. Employers are less interested in hiring people with a particular expertise than with a general ability to develop the right expertise in the future, particularly if they can do it consistently and across a wide range of roles.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

## STRENGTHS

- Win-Win situation for employer and employees:
- > Employer can recruit the right talent for current and future work
  - > Employee prepare the skillset to stay employable for the long term; become compliant or conformant, keep up-to-date with what happened

## weaknesses

- > For the employer: some of the current successful HR practices in recruitment/training/development for example may not be relevant anymore
- > For the employee: old generations may find hard to adapt to this quick learning environment

## OPPORTUNITIES

- > Build a more productive, talented workforce through reskilling and upskilling
- > Provide individuals with a professional environment and tools fostering life-long learning as basis of a win-win relationship with them

## THREATS

- > It may be more difficult to justify the added value of some HR activities, such as training, taking into account that, for example, classes from best professors and consultants are available for free

# SWOT

## RECRUITMENT

In the report “New Talent Landscape: Recruiting Difficulty and Skills Shortages” surveying more than 3,300 HR professionals in 2016, the Society for Human Resource Management (SHRM) tells us that more organizations are finding it difficult to recruit talent with the right skillsets compared to a few years ago. 50% of new hires fail to perform on the job (Kanchan, 2019) This is because, when screening talent for any job, HR only assesses the candidates based on their current skillsets and based on the responsibilities that the job that they are applying for entails. Sadly, most organizations have yet to wake up to this reality, because they continue to pay too much attention to academic qualifications and hard skills, as if what entry-level employees had learned during university actually equipped them for today's job market. Although learnability does boost academic performance, just because someone is job-ready when they obtain their educational credentials does not mean that they are also learning-ready.

In order to have a continuing streak of high on-the-job performance, the talent must be capable of learning new skills to keep up with the constant changes. The ability to learn know-how skill has been identified as one of the top predictors of high job performance and success over the course of one's career.

**64%**  
of employers expect to maintain headcount if people have the right skills and are prepared to learn, apply, and adapt.  
*Manpower Group*

**38%**  
of employers are having difficulties finding people with the right skills to fill open jobs and it's clear that there's a mismatch.  
*Manpower Group*

## CHANGES NEEDED IN RECRUITMENT

Recruiters of the future should screen for potential rather than experience or current skills. It could be suggested that recruiters should shortlist candidates on how easily they adapt to new situations and how quickly they are able to pick up new information. A workforce that can adapt to new technologies and industry standards is more likely to remain significant in their market.

HR managers who emphasise learnability are putting their organisations into a win-win situation. For the employee, a know-how mindset promotes new skills and experience that can continuously boost his/her their career. For the employer, the organisation benefits from curious and open-minded employees willing to put their continuous development to the service of the development of the organization.

Companies should therefore focus their recruitment on employees with higher learnability: curious and inquisitive individuals who are genuinely interested in acquiring new knowledge. Interviews, the personality questionnaires like the Business Personality Reflections possess the ability to assess these key competencies early in the recruitment process. Interviewers can ask candidates to share their approach and techniques to learn new things, as this will give very useful information about the person's learning agility and motivation.

“  
**A person's employability is no longer dependent on what they know, but on what they are likely to learn.**”

Lyndy van den Barselaar, ManpowerGroup

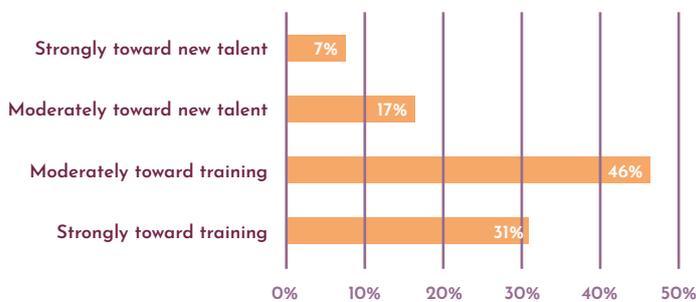
# Training

Nowadays, technology is rewriting the rule book: 65% of jobs which will be filled in the coming years do not exist yet; 45% of current tasks could be automated. Therefore, a person's employability – that is their ability to secure or keep their desired job – no longer depends on what they already know but on what they will be able to learn. This is what we are calling the Skills Revolution (World Economic Forum 2018; McKinsey 2015).

The future of work will require different skills and employers will need to focus on reskilling and upskilling people more than ever before.

In the midst of a Skills Revolution, when 40% of employers cannot find the skills they need and 65% of the jobs younger Millennials (18-24) will do don't even exist yet, acquiring new skills and experience has never been more important to remain employable. Almost half are investing in internal training to keep skills up to date, 46% are toward rather than replacing.

## More respondents lean toward training than toward hiring



▲ Deloitte (2019). Global Human Capital Trend survey

# Changes needed in training

In training, strategy should be to foster learnability and independent upskilling. World-class higher education is no longer only for the elite; anyone with an internet connection can access this knowledge and learn by themselves. HR departments no not need to waste money anymore to invite expensive University professors. For example, iTunes U offers more than 350,000 college lectures and videos from more than 800 universities including Stanford, Yale and Oxford for free (iTunes U, 2013). In other words, career success depends on employability, which also depends on learnability. It is now HR duty to encourage and support employee's hunger for knowledge.

Managers who want their employees to learn new things will encourage that behavior by doing it themselves. We are all time-deprived, but high learnability people always find the time to learn new things. Paradoxically, instant access to information may suppress our natural curiosity and appetite for knowledge. It is to our learnability what fast food is to our diet: a ubiquitous vice with no nutritional value and the potential to make healthy food tasteless.

**54%**  
of all employees will require significant reskilling and upskilling in just three years  
*Future of Jobs Report, 2018*

Organizations could also give awards for individuals who organize events or activities to promote learnability in the company: e.g., running internal conferences, bringing external speakers, and circulating information that is intellectually stimulating and has the potential to nurture people's curiosity. Though people differ in their natural curiosity and learning potential, the context will also determine how much learnability people display.



**With how fast jobs are changing, your employability is less about what you already know and more about what you can learn. This means moving from judging individuals on past performance to future potential.**

Beth Linderbaum, VP, principal consultant for Right Management

Managers should provide an environment that encourages and rewards learning in the organisation. If executed correctly, an ethos that promotes learnability provides a win-win atmosphere in organisations. It allows a business to build a more productive, talented workforce while providing individuals with professional development that gives them skills to progress in their careers.

With automation, artificial intelligence and robotics becoming increasingly integrated into business models, there is great concern that these technologies will impact workers. Now more than ever, organisations and leaders must ensure that new technologies contribute to a new skills revolution.

Today's workforce should be equipped to learn and develop new skills and expertise, even if they are not linked to one's current job. Unfortunately, most organizations currently need to address this new reality. They continue to rely on academic qualifications and hard skills upon recruitment, even though workplace learning is quite different from academic learning. Without proper training and development programs in place, ill-equipped workforces will begin to falter.

## Surprise me

The World Economic Forum estimates that 45% of current jobs could be automated, simply using current technology. And 65% of the jobs that people currently joining the workforce will do in future, haven't been invented yet

*Future of Jobs Report, 2018*

Global MOOC enrolments grew to 110 million learners in 2019, excluding numbers from China  
*Ash, 2019*

## Market examples

### #1\_ L'OREAL

Flex-learning allows employees to personalize their training and development journey. Rolled out in 59 countries, flex-learning enables employees to receive training right when and where they need it. They choose topics and sessions from a list of training courses drawn up by HR. The choices made by employees may be linked to challenges that the company faces or to individual needs to progress in their careers. The benefits of this initiative are highly positive both in terms of learning assimilation and employee motivation. (L'Oréal Annual Report, 2018)

### #2\_ AXA

New partnership with Coursera, the leader in online education and MOOCs providing employees access to more than 400 courses from some of the world's top-notch universities. Axa enriched its digital training platform with 600 new micro-learning modules (lasting 5-30 minutes each). They allow to develop employee skills on a daily basis, based on concrete situations on a wide range of soft fields, including personal development, change management, leadership et management. This initiative is key in their journey to becoming a self-learning organisation. (AXA, 2019)

## Executive Recommendations

Ubiquitous knowledge usage needs to be assessed during hiring, learning and development as well as during high potential identification and succession planning.

Creating willing to learn more natural by seeking out opportunities to integrate real-time learning and knowledge management into the workflow.

Training programmes for existing employees, driven by learning and development teams, will help employees to approach issues differently and find new ways of working and collaborating.

Providing ongoing, daily opportunities for employees to learn new information and know-how skills.

Immersing employees and managers in challenging situations which broaden their experiences.

Ask Learning and Development teams to support employees in self-designing their own development programs.

Thanh Nga LUU - HR professional

 [LinkedIn profile](#)

---

### sources

- > Deloitte (2019). *Global Human Capital Trend survey*, [link](#)
- > iTunes U. (2013). *Information Technology*, [link](#)
- > Kanchan, R. (2019). *Why "learning agility" is key to employee success- experts speak up*. Blog entry, [link](#)
- > ManpowerGroup (2019). *The Skills Revolution*, [link](#)
- > McKinsey (2015). *Four Fundamentals of Workplace Automation*, [link](#)
- > Psych Press (2018). *Learnability : Fostering an organisational learning mindset*, blog entry, [link](#)
- > Society for Human Resource Management (2016). *New Talent Landscape: Recruiting Difficulty and Skills Shortages*, [link](#)
- > Swan, M. (2016). *This skill could save your job—And your company*, Forbes, [link](#)
- > World Economic Forum (2018). *The Future of Jobs Report*, [link](#)
- > Ash, G. (2019). *Launches of new MOOC degrees declined in 2019*, Education Today - [link](#)

### company sources

- > *Attracting and developing talent to build the future of beauty*, L'Oréal Finance: Annual Report 2018, [link](#)
- > *Continuous learning at Axa*, axa.com, [link](#)

# LABOUR LAW IMPACTS

BY ELIZABETH MA



## What is the trend? What impact on people management?

Human Resources today increasingly required to seamlessly integrate complex pools of short-term/temporary contract employees, freelancers, and outsourced workers into its workforce. Platforms connecting employers with potential contractors are being created at a rapid rate, and oftentimes labor law comes only as an afterthought. How will labor law adapt to all of these changes? How can the exciting wave of digital transformation, innovation, and flexibility be protected and celebrated while also ensuring the resilience of hard-fought protections for workers? While businesses shed expensive employee benefits' packages and basic employment protections, who will ensure workers don't lose social protections and basic wages?

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

A 2016 McKinsey study estimated that 20 to 30% of the working-age population in the EU-15 and the U.S. participate in some form of independent work (Manyika et al., 2016). For 30% of this group, the independent work is their primary source of income. Platforms connecting employers with potential contractors are being created at a rapid rate, and oftentimes labor law comes only as an afterthought. These new ways of working threaten to undermine the traditional frameworks of labor law that have existed for centuries.

What impact do these digital labor platforms have on labor law and vice versa? From one point of view, studies indicate that “free agents” value the freedom and benefits of gig work, reporting higher satisfaction levels in their work lives than employees holding traditional jobs (ibid). In terms of the macroeconomic labor and employment impacts of this shift in working style, an analysis conducted by Heidi Shierholz over 50 years between 1953 and 2016 found that “faster adoption of technology was not associated with higher unemployment rates.” (Gupta et al., 2018).

On the other hand, the vast majority of these digital labor platforms classify their workers not as employees, but as “independent contractors”. This classification allows companies to take risks, scale quickly, and gain inestimable workforce flexibility. It also allows companies to circumvent traditional labor law protection (Berg et al., 2018). As non-employees, “independent contractors” do not benefit from decades of hard-fought labor law protections such as the right to unionize, to comprehensive health benefits, and even to a minimum hourly wage.

**“The legislation is old - it came out when the Spice Girls had their first hit. It's just way out of date.”**

Susannah Kintish, a law expert speaking about British labor law (Rao, 2017)

At the epicenter of this debate is Uber - one of the most successful pioneers of the gig economy. In 2018, it was estimated that there are 3 million Uber drivers worldwide (Hampapur, 2018). Their size has drawn attention to a difficult question: is Uber an employer or simply a middleman? And, depending on the answer to that question, should Uber drivers be considered as employees of Uber and therefore benefit from traditional employment law protections? The answer to this question varies by country and the situation continues to evolve. A UCLA study reported that 80% of Uber drivers would like to have the ability to negotiate employment contracts and receive access to workers' compensation, health insurance, and further employment benefits. 79% of those surveyed also wished to belong to a workers' union in order to negotiate with Uber for improved wages and working conditions (ibid).

In the U.S., Uber is not considered the employer of their drivers, but there have been and continue to be many legal battles and arbitrations over this claim. In the U.K., Uber's second largest market, the British employment tribunal ruled that the drivers were not independent contractors and thus had rights to the minimum wage and paid vacation (Rao, 2017). The impact of this gray area of labor law is not shrinking, but only growing as more companies adopt flexible working models like this. Uber is not even the only player in the location-based ridesharing space - China has Didi Chuxing, Southeast Asia has Grab, and North America also has Lyft.

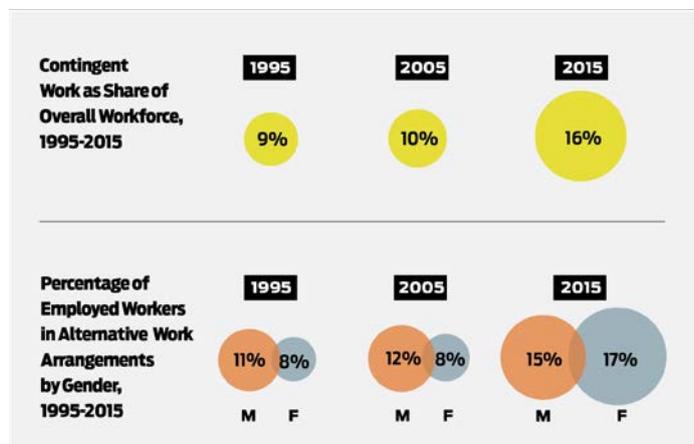
Another new, rapidly growing company facing labor law challenges is American logistics startup, Postmates. Postmates is an on-demand courier platform that proposes simply, “Anything. Anytime. Anywhere. We'll get it.” In other words, users are connected with couriers through an app and can have items picked up and delivered at any time and place. Postmates' revenues are generated by taking a cut from providing the platform as a middleman. Their couriers are contracted after a simple background check and virtual orientation - the app does the rest. The company has faced legal battles regarding the status of its contractors (or are they employees?). The situation continues to evolve, but in the latest verdict given in 2018, the New York state appellate court ruled that a Postmates driver was not an employee due to the lack of employer dictation. As Fisher Phillips reported, “once hired, couriers don't report to any supervisor, and have “unfettered discretion” as to when—or whether—to log onto the app to accept delivery requests. There is no set work schedule, no minimum time requirement, and no minimum delivery requirement. Couriers can accept, reject, or ignore any delivery request in the area where they happen to be located at the time the customer places an order.” (Meneghello, 2018).

**20-30%**  
of the working population in the EU-15 & US do independent work  
McKinsey 2016

Between 2005 and 2015, all net job growth in US economy has been in contingent jobs  
Manyika et al., 2016

Outside of the gig economy, even in traditional roles flexibility is becoming a norm and labor complications are following. With increased flexibility comes increasingly blurred boundaries - technology is enabling work to occur anytime, anywhere. In an age of constant accessibility, labor protection has a role to play in regulating expectations. The line between encouraging exploitation and enabling flexibility is blurred. Because one can work anytime, anywhere, is the expectation and final result that we work all the time, everywhere? The inability to disconnect has already had labor law implications in France, for example, where a 2016 labor law gives employees a “right to disconnect”.

**Americans finding themselves in unstable jobs as independent contractors, temp workers, and on-call workers has risen more than 50% in the past decade and the pace has not slowed (Vinik, 2018)**



▲ Statistics on contingent/alternative work in the US Workforce (Vinik, 2018)

How will labor law adapt to all of these changes? How can the exciting wave of digital transformation, innovation, and flexibility be protected and celebrated while also ensuring the resilience of hard-fought protections for workers? While businesses shed expensive employee benefits' packages and basic employment protections, who will ensure workers don't lose social protections and face lost wages? Because, while workers are busy enjoying the renaissance of renewed freedom, flexibility, and independence, the new reality is also threatening an erosion of basic protections and collective bargaining strength against corporations (Gupta et al., 2018). Even in the European Union, where labor protections are higher than in the US, Government responses to updating labor protection for the digital age have been limited ("Impact of digitalisation and the on-demand economy on labour markets and the consequences for employment and industrial relations").

## Government responses to digitalization and the on-demand economy

### Early stages

many governments are just starting to take up the topics of digitalisation and the on-demand economy (many have called for studies, working groups, or have taken other steps, but few concrete results or strategies have been put forward)

### Reactive

focused mostly on dealing with side-effects or limiting the scope, rather than exploring options to reap benefits of digitalisation for traditional businesses and industries and the on-demand economy

### Narrow scope

ad hoc response to specific challenges, often a comprehensive approach is lacking (though difficult to attain given that digitalisation and the on-demand economy touch on many different topics)

### Education and skills

appear to have received most attention from governments (how to train the work force of the future, how to adapt the current work force to changing circumstances)

▲ Source: European Economic and Social Committee, 2017

The International Labour Organization's Digital labour platforms and the Future of Work: Towards decent work in the online world report published in 2018 has set forth in determining 18 suggestions for addressing the situation. Their first two suggestions for best practices in reconfiguring digital work to be more fair are, (1) to ensure "workers should not be misclassified as self-employed if they are employees in practice" and (2) that "workers should have a legally binding way to make their needs and desires heard to platform operators, through union membership, collective bargaining, and, in countries with such structures, works councils and co-determination rights." Regardless of their classification as employees or self-employed "independent" workers, crowdworkers should have the right of freedom of association and collective bargaining. While International Labour Organization (ILO) report (Berg et al., 2018) provides strong insight and thoughtful recommendations on this topic, the guidelines are just that – guidelines.

It is without doubt that Human Resources today is increasingly required to seamlessly integrate complex pools of short-term/temporary contract employees, freelancers, and outsourced workers into its workforce. This trend is driven not only by a global talent shortage and rapid knowledge decay, but by decreasing transaction costs required to hire and leverage temporary workers. The landscape can be tricky to navigate. HR must ensure that the employee-contractor line of separation is clear. They also must ensure that flexible workers and the company enjoy a mutually beneficial relationship – not one that leads to legal confrontations, abusive practices, reduced societal stability, and a tarnished company image.

## Surprise me

*"According to data gathered by Heidi Shierholz for the years between 1953 and 2016, faster adoption of technology was not associated with higher unemployment rates."*

Gupta et al., 2018

# SWOT

## STRENGTHS

Reduced labor costs, flexibility and freedom for workers, short term expertise

## OPPORTUNITIES

Reduced barriers to entry, economic opportunity with increased flexibility and agility

## Weaknesses

Increased wage insecurity, decrease in stable working hours/unstable workforce planning, increase in unpaid work/burnout

## THREATS

Reduction in workers' protections, contractor backlash, legal battles, damaged corporate reputation

First, HR managers thus need to create a clear boundary line between who is an employee versus a contractor. Distance with contractors is key to ensure that there is no employer-employee relationship. In practical terms, this means no performance review and no supervisor for independent contractors. Ensure that their work is short-term and supportive in nature rather than crucial to the core business. Secondly, in order to be a leader rather than a laggard on this issue, HR should step up to ensure the relationship with contractors is not exploitative. This means recognizing core ILO right to collective bargaining – some companies are circumventing this through regional competition law, but companies should ultimately align with the ILO core conventions and, of course, do what is ethical. Finally, with increased flexibility comes increasingly blurred boundaries, even for employees - technology is enabling work to occur anytime, anywhere. In an age of constant accessibility, HR has a role to play in regulating expectations. We should create a clear policy regarding working hours and flexibility for our employees.

Ultimately, labor experts agree that laws are struggling to keep up with rapid digital transformation. In Britain, for example, the primary source of employee protection legislation was passed over 20 years ago. Needless to say, labor law is in a reactive rather than proactive role in its handling of the changing landscape. Susannah Kintish, a law partner and employment law expert speaking about British labor law, put this into perspective and put it simply by stating that “the legislation is old - it came out when the Spice Girls had their first hit. It’s just way out of date.” (Rao, 2017). Human Resource will have a key role to play in ensuring the mutually beneficial relationship between workers – of all kinds – and the employer.

## Market examples

### #1\_ UBER

In 2018, it was estimated that there are 3 million Uber drivers worldwide. So, is Uber an employer or simply a middleman? Should Uber drivers be considered employees and therefore benefit from employment law protections? The answer to this question varies by country and the situation continues to evolve. In the U.S., Uber is not considered an employer, but there have been and continue to be many legal battles and arbitrations over this claim.

### #2\_ POSTMATES

Postmates is an on-demand courier platform that proposes “Anything. Anytime. Anywhere. We’ll get it.” Their couriers are contracted after a simple background check and virtual orientation. The company has faced legal battles as well as to the status of its contractors (employees?). In 2018, the New York state appellate court ruled that a Postmates driver was not an employer due to the lack of employer dictation.

## Executive Recommendations

Create a clear boundary line between who is an employee versus a contractor. In practical terms, this means no performance review and no supervisor for independent contractors.

Ensure that contractor work is short-term and supportive in nature.

Be a leader rather than a laggard - step up to ensure the relationship with freelancers is not exploitative. This includes but is not limited to recognizing the ILO (International Labour Organization) right to collective bargaining.

In an age of constant accessibility, HR has a role to play in regulating expectations. Create a clear policy regarding working hours and flexibility for our FTEs.

**Elizabeth MA** - Talent Acquisition

[in LinkedIn profile](#)

### sources

- > Berg, J., Furrer, M., Harmon, E., Rani, U. and Silberman M.S. (2018). *Digital labour platforms and the future of work*. International Labour Organization, [link](#)
- > European Economic and Social Committee (2017). *Impact of digitalisation and the on-demand economy on labour markets and the consequences for employment and industrial relations*, [link](#)
- > Gupta, S., Lerner, S. McCartin, J.A. (2018). *It’s Not the “Future of Work,” It’s the Future of Workers That’s in Doubt*, The American Prospect, [link](#)
- > Hampapur, V. (2018). *New Report Finds Driving is More Than a Casual Gig for LA Ride-Hailing Drivers*, UCLA Labor Center, [link](#)
- > Manyika, J., Lund, S., Bughin, J., Robinson, K., Mischke, J. and Mahakan, D. (2016). *Independent work: choice, necessity, and the gig economy*, McKinsey & Company, [link](#)
- > Meneghello, R. (2018). *Another Gig Economy Misclassification Win Delivered In New York, This Time For Postmates*, Fisher Phillips, [link](#)
- > Rao, P. S. (2017). *Uber Hit With New Blow in London As Panel Says Drivers Aren’t Self-Employed*, The New York Times, [link](#)
- > Vinik, D. (2018). *The Real Future of Work*, Politico Magazine, [link](#)

# matchmaking services

BY JESSY MARTINEZ



## What is the trend? What impact on people management?

Matchmaking services improve sourcing by detecting objectively profiles adapted to the company. The matching tool, based on algorithms that include "soft skills" and qualitative variables, calculate the rate of matching with the expectations of the company and allows to confirm the recruiter's opinion. Like the dating app Tinder, recruiters can swipe left to decline a candidate or right to place them in a queue that they can access later to contact the candidate. The matching allows the candidate to access the information about the company and identify the position where it can fulfil their personality.

Apart of sourcing, by matching talent, people and values, it will have an impact on the culture, the engagement and the wellness of the employee.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

**Recruiters' objectives are to find the candidate who best fits the company's expectations by ensuring that the process is optimized. The challenge is to translate the expectations of the company into skills and predict the behavior of the future candidate recruited by detecting the right signals of its productivity. It is within this framework that affinity matching makes perfect sense. It contributes to rationalizing decision-making.**

**The technology transition has a big impact on jobs and organizations. The company's performance requires the development of "transferable" skills and is now largely dependent on employee commitment. "It becomes essential, beyond the limited skills that are the technicality and the know-how, to concentrate on perennial skills like the personality and the knowing-being", according to the startup "Monkey Tie" (2015) specialized in matching. Affinity matching reinvents the employee commitment and the recruitment process because it dislodges traditional methods of candidate selection. It is based on three criteria: personality (surrounded by adaptability, creativity and self-control), motivational drivers and skills.**

## HOW DOES AFFINITY MATCHING WORK?

The matching job uses artificial intelligence algorithms to optimize the relationship between candidates and companies in order to improve the success rate of applications. Candidate are offered the most relevant offers based on their profile, and for companies looking for specific profiles, it is the assurance of having the right resource, at the right time.

Affinity matching allows for a wider range of possibilities for both recruiters and candidates. In the first case, it improves sourcing by more easily and objectively detecting profiles adapted to the company. For this, Jeremy Lamri, CEO of Montey Tie (2018) explains that his company has developed a personality test of about ten minutes which is submitted to the candidates. The matching tool, based on algorithms that include "soft skills" and qualitative variables, whose values are coming from the personality test, calculates the rate of matching with the expectations of the company. Therefore, it permits to confirm the recruiter's opinion and the merits of an application. On the side of the candidate, affinity matching allows access to information about the company and identify the position adapted to their skills and needs.

Associated since 2016, Meteojob and Visiotalent, leaders in job matching and video recruitment respectively, announced the birth of their own brand: CleverConnect. An identity driven by the creation of HRMatch, a new matching tool that pools the technologies of both entities.

*"HRMatch is the completion of the merger between Meteojob and Visiotalent. This new technology is a first step towards building a suite of powerful tools that can help our customers quickly identify the best profiles through the candidate experience"* said Edouard Saulnier,

CleverConnect Innovation Manager. In this sense, CleverConnect, in the continuity of Meteojob, is the opposite of the classic job boards that attract the candidates via the content. Like an online buyer who searches about a product, compares on different platforms and clicks to validate his acquisition, the online candidate follows the same steps, the application replacing the act of purchase. The artificial intelligence learns about the candidate profile and their application. The application experience is facilitated through a fluid and personalized job search. HRMatch responds to this desire, by combining the work of sourcing strength of Meteojob, and video qualification security of Visiotalent. The first is highlighting the hard skills, the second is relying on soft skills. This application is able to attract candidates and help recruiters looking for completeness, interaction and responsiveness.

### "TIME SAVINGS OF 80% ON SOURCING"

The tool, through the semantic analysis of all the data relating to a job offer, promises to detect the top 20 candidates among the 4.5 million talents listed by Meteojob. Any candidate who applies is automatically analyzed and listed by the tool. The corresponding profiles (70 to 80%) appear directly in the eyes of recruiters. In the research phase of a candidate, the tool, according to the companies that tested it, gives a time saving of 80%. HRMatch ambition is to move the recruitment process from 9 to 2 weeks (Dudouet, 2018).

## MATCHMAKING SERVICES LEAD TO NEED TAILORING

Social media with date application such as Tinder changed how people find love and marriage, with research showing about 22 percent of U.S. couples now meet online. Regarding the job search, the match-making techniques will also help people find the perfect job. If they get it right, recruitment and human resources management experts say the approach could transform the recruitment industry.

For instance, in Tinder application, algorithms take into account the Instagram photos, the level of study, the age range and the exchanges on the application. Everything permits to create a very specific user profile and to know its hobbies, its frequentation and habits. Tinder also knows the sexual orientation of its users, which seems logical, but also the ethnic preferences, as well as the fantasies of its users thanks to the messages exchanged between them, which are also watched by the collection algorithms.

In the first place, this information is used to offer targeted advertising but Tinder collect it in order to draw profiles as accurate as possible to then propose matches between singles. The aim of job portals is to reach the same relevancy when matching profiles and job offers.

Kudoz (2015) has launched a smartphone application allowing users to easily find offers matching their search criteria. Candidates just log in using the LinkedIn profile and answer two calibration questions, which relate to the location and salary they want. Then, depending on the training, skills and professional experience of the user, an algorithm selects the corresponding offers in the database. Sparing

**Surprise me**  
Robots, AI, machine learning, and automation will replace 16% of U.S. jobs by 2025  
*Forrester, 2017*

## STRENGTHS

Decision making is improved and objectified because it is based on the predictive power of multi-criteria assessment.

> Gain of time to filter and preselect candidates.

## Weaknesses

Semantic analysis can discard good candidates. It can remove interesting profiles for the company and fall into a kind of cloning of successful applications.

> Need to set up carefully the filters.

## OPPORTUNITIES

Candidates automatically receive relevant proposals. The recruitment professional selects from a smaller number of pre-selected and more targeted CVs > Gains in responsiveness and automation improve candidate experience.

## THREATS

Extreme matching services can lead to dehumanization: China plans to rank all its citizens based on their "social credit" by 2020. A person's social scores can move up and down according to their behavior. The score could affect a job research.

# SWOT

him the filtering work and multiplying his chances of finding the right offer at the right time. Kudoz adopted the swipe popularized by the Tinder dating app. The user can select an offer by sliding his finger to the right, or instead move to the next offer by doing the same gesture, but to the left. Initially mainly SMEs and start-ups in the digital sector were using the app, but more and more large-scale companies are trying the experiment, including L'Oréal, BNP Paribas or AXA. Improvements include the possibility to connect with an email address and with the LinkedIn account.

The market for applications dedicated to employment is now very competitive: companies such as Keljob, Apec, Jobs or Monster also offer this type of service. More generally, many companies are looking to put digital technology at the service of job search. This is the case of the start-up Good.co, which probes the personality of its users to help them find the company that best suits their character.

LinkedIn, can tell you whether or not you are a good fit for a role. The social network is able to understand exactly how your skills and experience match with what a potential employer is looking for. A feature can help the user in the process of searching a job. Now, when a user views a job on LinkedIn, he/she looks toward the right-hand side of the page to find how he/she matches with a percentage rate. The checklist of factors, such as the education level, skills, years of experience, and current job title, match with what a company is looking for in a potential new hire based on criteria they share when posting a job on LinkedIn.

In addition, Premium members will also see their applicant rank within the posting. It shows to the applicants if they are in the top percentile of applicants for the job. If there is a match, it indicates also to a personalized email that is a time to apply. In fact, nearly 40% of recruiters are using skills to search for talent. It is important to reorder and pin skills to make sure the right information is standing out.

Consequently, the matchmaking services will help recruiters to find the right candidate quickly by matching the job responsibilities with the skills needed.

**What is more, the matchmaking services will have an impact not only on the recruitment processes but also it will help the talent management issues by:**

### 1\_ Anticipating the strategic evolutions of the company

- > Skills mapping
- > Anticipation of transferable skills to develop and recruit
- > Optimizing collective skills

### 2\_ Support the employees in their professional future

- > Detecting the potential of each member of the company for a given occupation
- > Construction of a personalized professional project according to their profile (skills, personality and sources of motivation)
- > Commitment and value of the employees

### 3\_ Reinforce the attractiveness of the company

- > Offer of a collaborating experience and personalized candidate
- > Enhancement of the business and skills benchmarks
- > Solution designed with respect to the personal data of employees and candidates

**In sum, Matching making services will take into account the skills, the personality and the motivations of the collaborators and candidates to propose a career path which correspond to them.**

# PITFALLS OF MATCHMAKING SERVICES

Extreme matching services can lead to dehumanization. We can fall into a kind of cloning of successful applicants.

According to Alexandra Ma (2018), *“China plans to rank all its citizens based on their ‘social credit’ by 2020”*.

In China, big data will be used to note the behavior of citizens. Every citizen will receive a rating or a score. A person's social scores can move up and down according to their behavior. According to a documentary of France 2 citizens will be monitored and recorded in real time via surveillance cameras in the cities. It is like a license with points that will regulate their entire life and it is the objective of what the Chinese government wants to put in place by 2020. The government wants to go even further by collecting hundreds of data from companies and authorities. This note will vary according to a whole bunch of criteria and information that will reap them in real life (ibid). Everything will count:

- > Financial situation such as paying his tax on time
- > Occupation
- > Online purchases
- > Family situation: having children or taking care of their parents will increase the score
- > Respect the code of the road
- > Etc.

They will monitor also what people do on the internet and this becomes pernicious: buying diapers will be considered as an act of responsibility because they became parents whereas buying video games will be considered as an act of immature. Bad behaviours or attitudes such as having a parking fine, comments posted online on the regime will decrease the “social credit”. This new system has already prevented citizens from taking 11.14 million flights and 4.25 million high-speed trains, reported the Global Times, a Chinese government press organisation on 20 May 2018. A good score makes it possible to pay less for the bus and all the public services like the library and is awarded by the banks according to the good management of their accounts.

Therefore, each purchase will have an effect of the “social credit”. A bad score can be known to employers or even to be blacklisted. This leads to the ban on taking the train for example, buying an apartment, starting a business or sending the children to a private school, but also having a promotion to work or getting a job.

According to Judith Duportail (2017), researcher in digital humanity, the application Tinder is also using our data and establish a secret note. She discovers that the company has patented a system to identify the intelligence, interests, the physical or the ethnicity of users by scanning their biography, their photos and even the content of private messages. All this in order to find points in common to promote the meeting and “create a belief in destiny”, according to the journalist. We discover that this patent, named US 2018 / 0150205A1 and freely available on Google Patents, would be based on “a patriarchal model of heterosexual relations”. Therefore, the algorithm fosters to link “older men with younger, less wealthy and educated women” but not the other way around. These that our personal data permits to establish a note on Tinder.

**25%**  
more chance of choosing the right candidate for a position by following an algorithm rather than the instinct  
*Harvard Business Review, 2016*

Our personal data would permit to decide to which job offer we will have access on LinkedIn. Nevertheless, LinkedIn has not established a system of scoring that will help recruiters to know if the candidate for example has good recommendations or did a recognized school. The algorithms work thanks to the semantic analysis. But a ranking of professionals could be implemented. Let's see what happen in 10 years ...

Consequently, Digital dictatorship can start with the loss of individual freedoms and we can live with restrictions if our data are not protected enough. Matchmaking services will be extremely pernicious if our data is public for the companies and if the government decides to score their citizens. Our existence will be turned upside down, predetermined by all the data collected about us. We think we are far from it and it couldn't happen in our western societies but it is already the case for Uber drivers, or the freelances who are rated.

**“The advantage of matching is that it is an extremely relevant filter when a company receives large volumes of applications [...] It is a decision support tool to guide the recruiter in his/her job choice. Recruitment is and must remain a human interaction affair.”**

Jérémy Lamri, CEO of Monkey tie

Companies are increasingly outsourcing and contracting more and more with self-employed workers who sometimes respond better to their need for flexibility. Collaborative platforms appear as a way for self-employed people to access a market quickly and easily. If the future of the status is self-employment, there is a probability that we all have a “social score”. Extreme matching services would lead to dehumanization and there is a danger that we would fall into a kind of cloning of workers.

## CONCLUSION

To conclude, matchmaking services will revolutionize the recruitment processes by saving time for the recruiters with the automation and the filtering of the applications that match with the requirements. Decision making is improved and objectified because it is based on the predictive power of multi-criteria assessment. It permits a gain of time to filter and preselect candidates.

In addition, it would help HR Managers to understand better the employees and the appropriate skills to fit in a new position. It would rationalize the decision-making with accurate data because employees will be quantified with individual data package: their skills, experience, capacities.

Nevertheless, the system of matchmaking services can lead to dehumanization if staff selection become less intuitive. Semantic analysis can discard good candidates. It removes interesting profiles for the company and fall into a kind of cloning of successful applications.

## Market examples

**#1\_ TEXTKERNEL, NETHERLANDS, CREATED IN 2001.** The platform is the international leader in Artificial Intelligence (AI), Machine Learning and Semantic Technology for matching people and jobs. These kind of solutions allow to accelerate the process of matching supply with demand on the job market.

**#2\_ KUDOZ, FRANCE, CREATED IN 2013.** Candidates who are open to new opportunities, connect with their LinkedIn profile, consult the offers and "like" them or not. Recruiters are notified when a candidate applies for an offer, and receive his LinkedIn profile. An algorithm selects the corresponding offers in the database according the location, the salary, the skills and professional experiences. The algorithm is smart: the more you submit, the more Kudoz gets to know you and sends you even more relevant offers.

## Executive Recommendations

The Matchmaking services will have an impact on two major HR areas:

TALENT ACQUISITION	<ul style="list-style-type: none"><li>&gt; Identify the best profiles</li><li>&gt; Predict the performance expected</li><li>&gt; Reinforce the quality of the hiring</li><li>&gt; Match the profiles with the offer</li><li>&gt; Match the candidates with the company culture</li></ul>
TALENT MANAGEMENT	<ul style="list-style-type: none"><li>&gt; Narrow your research of the talent pool</li><li>&gt; Anticipate the training and recruitment needs</li><li>&gt; Manage internal mobility</li><li>&gt; Adapt the workforce</li></ul>

To conclude, matching services will provide predictive analysis and increase the profitability of the company with a gain of time and money.

Jessy MARTINEZ - Compensation & Benefits Analyst

[LinkedIn profile](#)

**Watch here** a short video by the author of the chapter presenting the essence of this trend.

### sources

- > Bys, C. (2017). *Pourquoi Leboncoin s'offre Kudoz, le Tinder de la recherche d'emplois?*, L'usine digitale - [link](#)
- > Dudouet, G. (2018). *Meteojob va plus loin dans le matching*, Exclusive RH - [link](#)
- > Duportail, J. (2017). *I asked Tinder for my data. It sent me 800 pages of my deepest, darkest secrets*, The Guardian - [link](#)
- > Ma, A. (2018). *China has started ranking citizens with a creepy "social credit" system — here's what you can do wrong, and the embarrassing, demeaning ways they can punish you*, Business Insider - [link](#)
- > Tiffany, K. (2019). *The Tinder algorithm, explained*, Vox - [link](#)

### OTHERS

- > Documentary France 2 (2018). *Chine: tous filmés, tous identifiés!* (in french) - [link](#)
- > Documentary France 2 (2019). *Situation financière, habitudes de consommation, carrière professionnelle : en Chine les citoyens sont notés par l'Etat* (in french) - [link](#)
- > CleverConnect website - [link](#)
- > Monkey Tie website - [link](#)

# non-Linear THINKING

By amanda mateta



## What is the trend? What impact on people management?

Non-Linear Thinking is human thought characterized by its expansion in multiple directions, rather than in one, and is based on the concept that there are multiple starting points from which one can apply logic to a problem. As opposed to more traditional - linear thinking that is more connected to the processes of the left side of the brain, therefore, being more logical, organized, structured and formula-based, non-linear thinking is more creative, bending and questioning boundaries or rules, allowing to find completely new ways of doing and seeing things - innovating. In HR functions some of the examples are challenging the classic perception of career ladder, business processes, organizational structures of companies and even relationships between people.

With increasing speed and demand for innovation, it becomes more important for companies to adapt to it. Essentially having non-linear thinkers and approaches across the whole company: starting from R&D department - to create innovative products and solutions, till the HR department - to find the best ways to keep workers motivated, engaged and provided with the best development opportunities and being the ambassador the non-linear thinking approach and other future trends.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# We Live a non-Linear world

When we look at the world around us, we can find different direct cause and effect connections: food reduces hunger, sleep reduces tiredness and money solves financial problems. These cause-effect relations create mental models that exert an incredibly powerful influence on our perceptions and thoughts. They determine what we see, tell us what events are important, help us to make sense of our experiences, and provide convenient cognitive shortcuts to speed our thinking. Previously mentioned examples are linear models – where cause and effect are proportionally connected and the relation is easy to see and understand. To take a step further, we also know that too much food will make us obese, too much sleep will cause tiredness and money will not buy happiness. To sum it up, making a connection between hunger and food will keep us alive, but at one point this model stops working, because one portion of food will help our hunger go away, but two portions of food will not make “two of our hungers” go away (Doll & Newell, 2015). These are just some examples that illustrate that non-linearity is all around us.

## non-Linear Human BEHAVIOR

Even human behavior is not linear. A famous anecdote – the cobra effect story - describes it well. The British Colonial Government in India, in an attempt to control the population of venomous cobras that were plaguing the citizens of Delhi offered a bounty to be paid for every dead cobra brought to the administration officials. The policy initially appeared successful, intrepid snake catchers claiming their bounties and fewer cobras being seen in the city. Yet, instead of tapering off over time, there was a steady increase in the number of dead cobras being presented for bounty payment each month. No one understood why...

... It turned out that realizing that the cobra bounty converted the snakes into valuable commodities, entrepreneurial citizens started actively breeding them - it was much easier to kill captive cobras

than to hunt them in the city. So the snake catchers increasingly abandoned their search for wild cobras and concentrated on their breeding programs. In time, the government became puzzled by the discrepancy between the number of cobras seen around the city and the number of dead cobras being redeemed for bounty payments. They discovered the clandestine breeding sites, and so abandoned the bounty policy. As a final act the breeders, now stuck with nests of worthless cobras, simply released them into the city, making the problem even worse than before! The lesson is that simplistic (linear) policies can come back to bite you. (Ibid)

Many of these problems were caused because of linear solutions - these solutions are caused by linear thinking. When understanding the non-linearity of our surroundings, it becomes more important to properly assess the need for non-linear thinking to address complex problems. In order to understand what non-linear thinking is, it is important to look at it in comparison with linear thinking.

**84%**  
of executives believe innovation is critical to success  
Accenture 2015

## non-Linear THINKING VS Linear THINKING

Decades of research in cognitive psychology show that the human mind struggles to understand nonlinear relationships. Our brain wants to make simple straight lines (de Langhe et al., 2017) - that could be due to the fact that from early childhood our brains have been trained to think in a linear way (Gowmon, n.d.). It means that we all do have a capacity of non-linear thinking, but it is important to train our brains to do it. Linear thinking process helps us remember things, understand formulas and create shortcuts – it has led us where we are right now, but it is non-linear thinking that will get us to the next level. Non-linear thinking hides in itself a great capacity of innovation.

	LINEAR THINKING	NON-LINEAR THINKING
DEFINITION	The idea of the process from point to point. Whatever starts, must end. Something having a defined sequence. Linear thinking helps us find a rule, formula, pattern that can be applied to make further predictions. Linear thinking is usually connected to the actions of the left side of the brain.(Karandika, 2018)	In non-linear thinking, we make connections among unrelated concepts or ideas. We draw conclusions from examples coming from different fields or backgrounds. That a particular happening can have multiple reasons and not just one, is the essence of non-linear thinking. Non-linear thinking is usually connected to the actions of the right side of the brain. (Karandika, 2018)
EXAMPLES	If you can store 50 books on a shelf, you can store 100 books if you add another shelf, and 150 books if you add yet another (de Langhe et al., 2017)	If you need to drive 10km distance. Going from 40km/h to 60km/h will let you get to the destination 5 min sooner. If you speed up from 60km/h till 80km/h will get you to the destination only 2min:30 sec sooner. Even though both of the cases you're increasing the speed by 20km/h (de Langhe et al., 2017)
PROS	Good for simple things where cause and effect are directly linked. Good for creating formulas, shortcuts, and structures.	Understanding complex systems, seeing unrelated connections, innovation, creativity, new solutions. Boosted creativity and innovation, agility, changed processes, adapted to the new way of living, well accepted by new generations.
CONS	Standardized and structured processes can be a great asset for a company to work, but in order to fit in the new society, companies will need to find more ways how to innovate and be more creative in both – services to clients and its employees	Requires a completely different approach to understanding and mastering it. Requires change that older generations cannot easily adapt to or accept. Is hardly predictable or measurable. Cannot be used everywhere or applied to everything.

# non-Linear THINKING AND INNOVATION

There are a lot of famous people that were talking about innovation and its connection to the non-linear thinking process. One of them is Einstein. He was talking about non-linear thinking way before the process was defined and given a name. Non-linear thinking can also be called innovation or creative thinking. Here are some of his quotes:

- > "Logic will get you from A to B. Imagination will take you everywhere"
- > "If you always do what you always did, you will always get what you always got"
- > "The true sign of intelligence is not knowledge but imagination"
- > "Innovation is everyone's responsibility, not just R&Ds"
- > "Innovation is not the product of logical thought, even though the final product is tied to a logical structure"

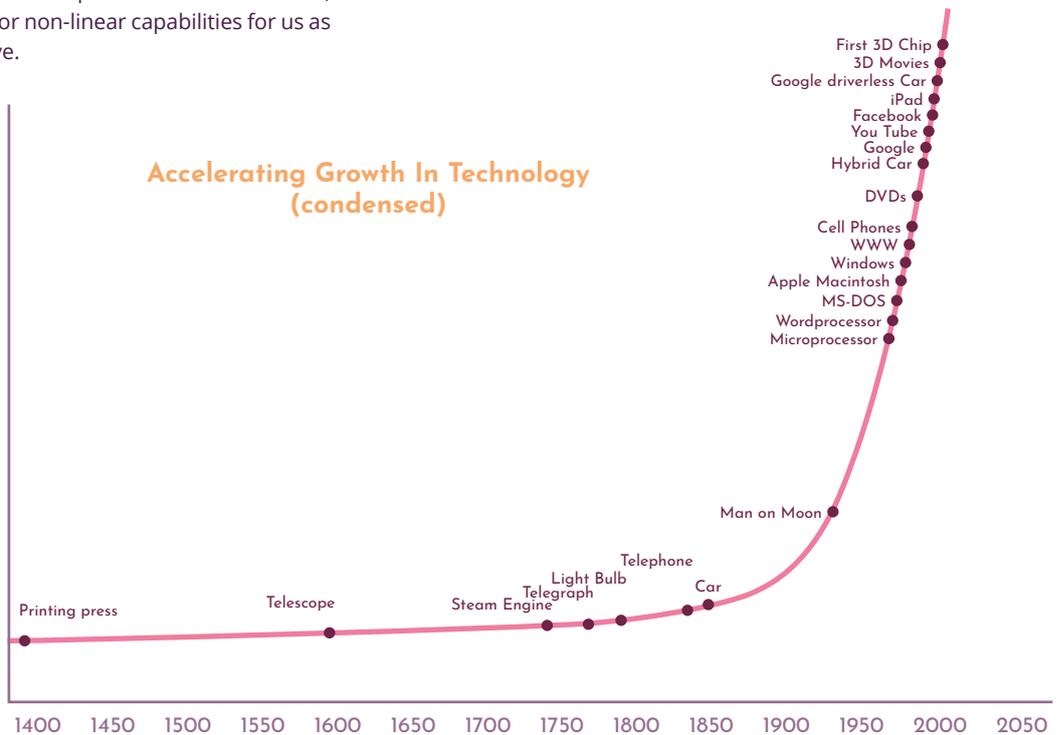
And here is what Albert Szent-Györgyi, Nobel prize winner in psychology says "Innovation is seeing what everybody has seen and thinking what nobody has thought".

# SPEED and IMPORTANCE OF INNOVATION

Innovation has a direct link with technology. Over the past years, it has accelerated exponentially (Illustration 1) and nowadays it becomes more and more important to keep up that pace and moreover, companies that are not able to innovate will not be able to compete and cease to exist (Singh, 2019) (Gerber M. 2017). Steve Jobs says that "innovation is the only way to win" and that "Innovation distinguishes between a leader and a follower."

And thus as Einstein said that it is not only a job of R&D department to run the process of innovation but it's a competence of each individual, that emphasizes the growing need for non-linear capabilities for us as workers if we want to be competitive.

Cadburycommunications 2016 (2016). Accelerated Growth in Technology (Condensed) >



# non-Linear THINKING examples IN COMPANIES

## NETFLIX - STORY ON HOW NETFLIX REINVENTED HR:

### "Values are what we value"

Making sure values are not just something that is being talked about but lived out by every employee every day.(McCord, 2014),(Fletcher, 2019)

### High-performance

Your employees should operate as a high performing sports team, not a family also knowing that they might not be part of the dream team forever. (Ibid)

### Freedom and responsibility

If you are looking for people to take ownership, innovate, be smart and creative, then you need to give them the freedom and responsibility to do so. (Ibid)

### Context, not control

Netflix believes only by understanding the full context of their business can employees really help their company grow. (Ibid)

### Highly aligned, loosely coupled

Teams across the company must work to the same strategy ensuring they are highly aligned but loosely coupled, meaning that they are not constantly checking each other's work or sitting in endless meetings. (Ibid)

### Pay top of the market

Netflix always pays top of the market salaries. Even more, they encourage to reach out to their competitors to see if Netflix indeed offer the best option and come back with a number if it's not the case. (Ibid)

### Promotions and development

Netflix believe that people should shape their own futures within a company rather than have a career plan shaped by the company (Ibid)

## STRENGTHS

Boosted creativity and innovation, agility,  
Changed processes,  
Adapted to the new way of living,  
Well accepted by new generations

## WEAKNESSES

Requires completely different approach to understanding and mastering it.  
Requires change that older generations cannot easily adapt to or accept.  
Involves great deal of subjectivity

## OPPORTUNITIES

Foster business growth through innovation  
Becomes vital  
Disruptive

## THREATS

Can be oppressed by political forces or systems  
Can be opposed by a large mass of linear-thinkers that would not see value in it

# SWOT

## W.L GORE - CULTURE OF INNOVATION

In 1958, Bill and his wife Genevieve (Vieve) formed W.L. Gore & Associates. Company specializing in products derived from fluoropolymers. The main idea of the company culture can be described in B.Gore's question "Why.. couldn't an entire company be designed as a bureaucracy-free zone". These are a few pillars that company culture was built on (Rao, 2012):

### No Hierarchies

In Gore's company, there are no traditional organizational charts, no chains of command, nor pre-determined channels of communication. Each person can interact with every other person without an intermediary and all employees are known by the same title -associate. (Ibid)

### No title or bosses

No one started as a leader, but they emerged by demonstrating special knowledge, skill or experience that advances business objectives. (Ibid)

### No Assignments

Only commitments – projects and team were not formed by assignment but rather by a product or individual who garnered support to move forward. Objectives were set by those who made it happen. (Ibid)

### Freedom to experiment

No fear of failure – ideas were encouraged, the action was prized and making mistakes was viewed as part of the creative process. (Ibid)

### Freedom to discipline

Little bureaucracy did not mean endless freedom. There were some processes put in place to evaluate the success of projects and other processes. (Ibid)

## Suprise me

Linear Thinking will kill your business.  
Standardized and structured processes can be a great asset for a company to work, but in order to fit in the new society, companies will need to find more ways how to innovate and be more creative in both - services to clients and it's employees

Gerber M. 2017

## IMPACT OF NON-LINEAR THINKING IN HR

There are a lot of non-linearities around us, the Pareto principle is one that gives a good example: roughly 80% of the effects come from 20% of initial efforts. The same way emotions are not proportional to stimuli, and the waiting time in a supermarket queue is not proportional to the number of individuals in front of you. In knowledge management nonlinearity are the rule and linearity the exception. Knowledge, intelligence, talent, innovation, change, excellence, quality, emotions, ethics, corporate values, and many others are all strongly nonlinear concepts which cannot be managed well using only linear thinking (Brătianu & Vasilache, 2009)

### Here are some non-linearity examples IN THE FUNCTIONS OF HR:

#### Recruiting:

Hiring people according to their school or years of experience (instead of skills and knowledge). Guiding itself by such indicators, companies can end up feeding in people that are making sure they have good numbers on their CV, instead of actually having these skills and knowledge.

#### Focusing on business indicators vs taking the lead of your team:

Managers working on pushing their teams to meet strict business goals instead of leading their teams to success by inspiring, motivating and caring for their individual success.

#### Perception of fixed/defined career ladder:

Standardized, fixed steps on how to grow in career that takes away individual effort and talents, demotivates faster improvers and puts unnecessary weight on those who would need some more time. Provides obstacles and walls where they are not needed – where workers have universal skills to go from one department to another, but they don't have formal educational document or number of years of experience in the field.

### Leading teams:

Trust – lack of trust in a team that flows from the win-lose mindset that success can be created on the account of someone else’s failure. Instead, learning that with a win-win mindset everyone will be a winner. Without trust it is impossible (Mwaka, 2017).

Cooperation – Idea of more meetings will make more things communicated and get done vs learning effective communication within team (Ibid)

Involvement and motivation – only motivated employees can be effective and involved. Motivation cannot be raised with the manager giving more tasks, but by truthfully caring for their employees – although it takes time for the manager, it generates a lot greater benefit. (Ibid)

### Talent management:

Annual performance reviews – conducting standardized annual performance reviews that lower employee motivation and feeling of security, making them feel insecure, ensuring carrot or stick environment.

Promotion - getting promoted to manager role according to years of experience vs leadership capacity

Training - learning outcomes are not proportional to the number of hours dedicated to study (Brătianu & Vasilache, 2009)

*Innovation is not the product of logical thought, even though the final product is tied to a logical structure.*

Albert Einstein

## FUTURE OF non-LINEAR THINKING IN HR

### CROSS-PROFESSION JOB-HOPPING.

According to Gallup research, Millennials are the most frequent job-hoppers ever experienced. Millennials are not planning on staying in their jobs and are always hunting for new positions - that costs \$30.5 billion annually to the U.S economy (Adkins, n.d.). Companies cannot prevent or change this trend, but they can turn it for their benefit thus reducing costs. It’s not just a promotion, but a greater diversity that millennials are looking for, which in many cases means - switching entire career trajectories. Companies cannot influence motivation to leave, but they can offer different career paths within the same company, thus giving millennials what they are seeking for and reducing leaving and hiring costs for companies.

### TRANSFERABLE SKILLS.

These days, transferable skills are what a growing number of employers seem most excited about exploring, at least according to several career coaches and headhunters. Skill sets that prove to be relevant across a variety of job sectors—team management and customer service, for instance—create opportunities for people to be hired but also open new avenues for advancement within that company (TheAtlantic.com, 2017). For sure, people nowadays are already acquiring these skills, but HR departments are still building walls for these professionals to easily switch from one field to another even if their skills allow that.

### TECHNOLOGY ENABLED IMPROVEMENTS

Evolving technology can be a great asset to the development and implementation of non-linear solutions. The more technologies are advancing, the more opportunities it can give to take into account more factors for data analysis and make non-linear connections between cause and result. Big data pools enable access to more information to work with, wearable technology enables a better and more precise way of collecting data and HR professionals will need more complex non-linear thinking skills to connect the dots (Accenture, n.d.).

### EMERGING JOB POSITIONS

Already now according to Accenture, 63% of companies are appointing Chief Innovation Officers as 84% of Executives believe innovation is critical to success (Accenture, 2015).

There are going to be more innovative job positions that will support functions that are becoming more important like Internal Job-hopping expert.

## non-LINEAR THINKING mastery FOR YOU AS a FUTURE LEADER:

**As it becomes more important for each individual to tap into their non-linear thinking capacities, it becomes of greater importance for leaders in companies to role model and encourages innovation through the non-linear thinking process. As author and coach Kate Nasser put it “Leaders, make it as easy to innovate as it is to complain.” Here are some steps to tap into non-linear thinking to become such a leader:**

### Increase awareness of linear bias (de Langhe et al., 2017)

Many connections in business can be non-linear – It’s important to recognize non-linear patterns

### Focus on outcomes, not indicators (Ibid)

The problem is that sometimes intermediate metrics become the end rather than the means – it’s a problem if the metric and outcome have a non-linear relationship. For example, many companies try to improve their website’s positioning in organic search results. Since positioning and sales have non-linear relationships, it can happen that at the beginning setting goals for increasing the positioning will result in a significant increase in sales while later having the same increase in positioning could bring very small results. If the positioning will remain as an indicator of success, it will fail to work.

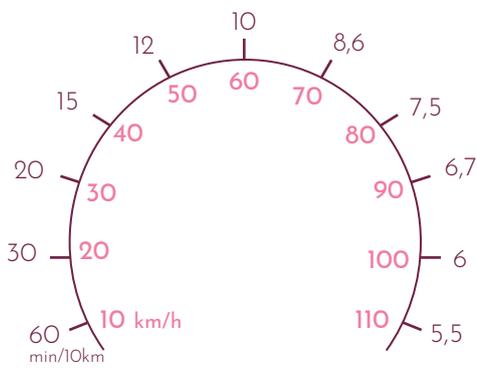
### Discover the type of non-linearity that you’re dealing with. for example:

- > Increasing gradually then rising more steeply (Ibid)
- > Decreasing gradually, then dropping quickly (Ibid)
- > Climbing quickly, then tapering off (Ibid)
- > Falling sharply, then gradually (Ibid)

# 63%

**of companies are appointing chief innovation officers**

Accenture 2015



▲ Illustration 2 - Author's illustration

### Map non-linearity whenever you can.

It's easier to understand a visual representation than tables with numbers. (Ibid) (Illustration 2) – time (min) spent to drive 10 km with increased speed (green). At the beginning, time (purple) drops dramatically, but later on - steadier, therefore it is not worth risking paying fine if the speed limit is 100km/h because the time that is won is only 30 sec!

### Have a non-linear thinking toolbox

Design thinking (Newton, 2018). It's an iterative process of understanding the needs of the customer and developing and adapting a solution to meet those needs. Using a design thinking approach helps to challenge our assumptions, empathize with the customer, and reframe the problem in a human-centric way (Ibid)

Brainstorming, collaboration, communication tools

### Foster and encourage innovation culture and mindset

## Market examples

### #1\_ NETFLIX

Starting on 2001, Netflix completely reorganized its HR strategy, challenging the status quo. Introducing a no limit vacation policy, cancelling formal annual performance reviews and redefining its manager culture. (McCord, 2014),(Fletcher, 2019)

### #2\_ W.L. GORE & ASSOCIATES. COMPANY

In 1958, Bill and his wife Genevieve (Vieve) formed W.L. Gore & Associates. Company strategy and culture was built on idea. "Why.. couldn't an entire company be designed as a bureaucracy-free zone". W.L.Gore challenged the status quo introducing an innovative way of structuring and running a company. (Rao, 2012)

## Executive Recommendations

Business success is driven by its speed of innovation.

Innovation cannot be led by and implemented only in the R&D department - it has to be elaborated in the mindset of each employee across all functions.

Leaders have an important role to role model the mindset and support its implementation.

Non-linear thinking is the ground on which leaders will be able to grow their ability to innovate and come up with creative solutions faster and lead their teams more effectively.

**Amanda MATETA** - Global Leadership Program Management

[in LinkedIn profile](#)

**Watch here a short video by the author of the chapter presenting the essence of this trend.**

### SOURCES

- > Accenture. (n.d.). *The future of HR Five Technology Imperatives* - [link](#)
- > Accenture. (2015). *Innovation: Clear Vision, Cloudy Execution* - [link](#)
- > Adkins, A. (n.d.). *Millennials: The Job-Hopping Generation* - [link](#)
- > Brătianu, C., & Vasilache, S. (2009). *Evaluating Linear-Nonlinear Thinking Style for Knowledge Management Education*, 4(3), 3–18.
- > Cadburycommunications 2016 (2016). *Accelerated Growth in Technology (Condensed)* - [link](#)
- > de Langhe, B., Puntoni, S., & Larrick, R. (2017). *Linear Thinking in a Nonlinear World.: Sistema de descubierta para FCCN*. Harvard Business Review, (June), 130–139, [link](#)
- > Doll, C., & Newell, B. (2015). *Systems Thinking and the Cobra Effect*, Our World - [link](#)
- > Fletcher, K. (2019). *7 ways Netflix reinvented HR - a case study*, Sage People, [link](#)
- > Gowmon, V. (n.d.). *Nothing in Nature is Linear, Yet We Push and "Ready" Children Along Straight Pathways* - [link](#)
- > Gerber M. (2017) *Linear Thinking Will Kill Your Business* - [link](#)
- > Karandika, D. (2018). *Linear Thinking Vs. Non-linear Thinking: Decide Your Category*, [link](#)
- > McCord, P. (2014). *How Netflix Reinvented HR*. Harvard Business Review, 92(1/2), 70–76 - [link](#)
- > Mwaka, C. W. L. (2017). *Benefits of win-win mindset*, The Wise Entrepreneur - [link](#)
- > Newton, V. (2018). *Design Thinking: A Non-Linear Process*, Startupbootcamp - [link](#)
- > Rao, J. (2012). *W. L. Gore — Culture of Innovation*. Babson College, (April), 1–17.
- > Singh, T. (2019). *AI Economy Will Further Accelerate The Pace Of Innovation* - [link](#)
- > TheAtlantic.com. (2017). *How Nonlinear Careers are Becoming the New Normal* - [link](#)

# Open instead of Close

By mina nagieva



## What is the trend? What impact on people management?

Innovative technology offers new ways to extract value from the huge amount of available information. The value chain of this trend is introduced to scale rapidly and transparently the information flow within different corporate systems as a step needed to generate value, transparency and useful insights from data. Cloudification and crowdsourcing allow companies to create new value that no company could achieve by itself. Within a healthy business ecosystem, companies can work together in a complex business web where they can easily exchange and share vital resources and information between their employees (Panetta, 2017). This strategy helps employees to succeed together in terms of their capacity to create valuable products or services.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# OPEN INNOVATION

Innovative technology offers new ways to extract value from the tsunami of available information. The value chain of the trend “Open instead of close” is introduced to scale rapidly and transparently the information flow within different corporate systems as steps needed to generate value, transparency and useful insights from data.

A huge part of this trend involves the term “Open innovation” which is used to promote an information age mindset toward innovation that runs counter to the secrecy and silo mentality of traditional corporate research labs. The benefits and driving forces behind increased openness have been noted since the 1960s, most of the time in cooperation in R&D (Trott and Hartmann, 2018).

There is much confusion surrounding what open innovation is exactly, and one of the definitions can be “the use of purposive inflows and outflows of knowledge to accelerate internal innovation and expand the markets for external use of innovation” given by Chesbrough (2015). As examples can be mentioned “outside-in” and “inside-out” open innovation models.

The **outside-in** model of open innovation means that the company will open up its innovation processes to different varieties of external inputs and contributions. This model of open innovation has received the greatest attention, both in academic and practical researches. Another model of open innovation is the inside-out model which requires companies to give access to unused and underutilized ideas to go outside the company for others to use in their work and businesses. This model is less explored and hence less well understood than the outside-in model of open innovation, both in academic research and also in industry practice.

Open innovation expanding well beyond simple collaboration between two organizations and designing and managing innovation communities will become increasingly important for the development of innovative technologies. This trend’s effectiveness is not restricted to a few select corporations; it makes more effective use of internal and external knowledge in every single type of organization.

**There are different models of open innovation. Let’s describe some of them.**

## Idea competitions

This model entails implementing a framework that encourages participants to be competitive, by encouraging successful results. An example of competitions for developers can be hackathon events – which can be characterized as a design-sprint like event. This method provides organizations with cheap access to a large number of innovative ideas and also provides a deeper understanding of the needs of their clients and participants.

## Collaborative product design and development

This model stimulates an organization to incorporate its contributors into the development of the product. The specification of this model is that in addition to the provision of the framework on which contributors develop, the hosting organization still controls and maintains the eventual products developed in collaboration with their contributors. This method gives companies more control by ensuring that the correct product is developed as fast as possible while reducing the overall cost of development.

## Innovation networks

This model is similar to idea competitions when a company creates and uses a network of contributors in the design process by offering a reward used as encouragement and motivation. The difference relates to the fact that the networks of contributors are used to develop solutions to identified problems within the development process, as opposed to new products. Chesbrough (2015) noted that emphasis needs to be placed on assessing organizational capabilities to ensure value creation in open innovation.

## ADVANTAGES AND DISADVANTAGES OF “OPEN INNOVATION” (CHESBROUGH, 2006)

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>&gt; Reduced cost of conducting research and development;</li> <li>&gt; Potential for improvement in development productivity and implementing new business models;</li> <li>&gt; Incorporation of customers early in the development process;</li> <li>&gt; Potential for synergies between internal and external innovations;</li> <li>&gt; Potential for competitive marketing, research, and targeting;</li> <li>&gt; Enhanced digital transformation;</li> <li>&gt; Leveraging of innovation ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Possibility of revealing information not intended for sharing;</li> <li>&gt; Possibility of losing competitive advantage of the organization as a consequence of revealing intellectual property;</li> <li>&gt; Increased complexity of controlling innovation and regulating how contributors affect a project;</li> <li>&gt; Developing tools for correct identification and incorporation of external innovation;</li> <li>&gt; Changing innovation strategies to extend beyond the company in order to maximize the return</li> </ul>

## STRENGTHS

Talent management & skill development & communication of the employees; agility; better & faster decision making & problem-solving; increase innovation; improved processes.

## Weaknesses

weak implementation; lack of buy-in; poor on-boarding; lack of knowledge sharing culture; no reward for engagement; no owner; stale content.

## OPPORTUNITIES

improve profitability; reuse existing skills & expertise; increase efficiency & staff productivity; recognize market trends early & gain an advantage over your rivals; make the most of the collective intellectual capital.

## THREATS

intellectual property issues; find ways to efficiently capture knowledge; motivate people to share, reuse, apply knowledge; align information with the goals & strategy; integrate knowledge into existing processes.

# SWOT

## CLOUDIFICATION AND CROWDSOURCING

Cloudification and crowdsourcing are part of the “Open instead of close” trend. They allow companies to create new value that no company could achieve by itself. Within a healthy business ecosystem, companies can work together in a complex business web where they can easily exchange and share vital resources and information between their employees (Panetta, 2017). This strategy helps employees to succeed together in terms of their capacity to create valuable products or services.

### CLOUDIFICATION

It is the process of conversion and/or migration of data and application programs in order to make use of cloud computing. Cloudification is an attempt made by companies to bring the cloud services within the reach of the masses. Cloudification can also be known as a method of taking full advantage of any service by moving it to the internet i.e. the cloud.

**According to the National Institute of Standard and Technology (NIST) (2011), Cloud computing needs to have five basic characteristics as follows:**

#### On-demand Self-services

Once the cloud is integrated into the on-premise environment, these services can be upgraded or degraded depending on the needs of the services stored in the cloud. This process does not even require the intervention of a cloud service provider.

#### Resource Pooling

Cloud-based models are flexible which means that there are always some shared resources available in the cloud to gain access to whenever needed.

#### Broad network access

Cloud services can be accessed from any device, at any time. This was not possible with the private connections or the on-premises devices.

#### Measured Solutions

Cloud services also have a systematic scheme for payment. Users need to pay only the price for the resources that they are using. This prevents the users' from paying for the “dormant” resources of the infrastructure.

### Rapid Elasticity

This means that the capacity for each service could be expanded or restricted based on the requirements.

### CROWDSOURCING

It is a sourcing model in which individuals or organizations obtain goods and services, including ideas and finances, from a large, relatively open and often rapidly-evolving group of internet users; it divides work between participants to achieve a cumulative result. The word crowdsourcing itself is a portmanteau of crowd and outsourcing and was coined in 2005. As a mode of sourcing, crowdsourcing existed prior to the digital age (i.e. “offline”) (Howe, 2006).

Crowdsourcing can be characterized as a less-specific, more public group that differs it from outsourcing. Outsourcing is developed from a concrete group and includes a mix of bottom-up and top-down processes. Crowdsourcing may be superior over outsourcing by such factors as improved costs, speed, quality, flexibility, or diversity.

It is important to notice that crowdsourcing is popular within businesses of all sizes: both small and big. 9 of the 10 biggest brands use it to help them expand their business. It helps them to get valuable information for less money. 80% of startups are known to use crowdsourcing (Meek, 2013).

Australia can be called as a leader of crowdsourcing since two of the world's largest freelancing and crowdsourcing marketplace by the number of users and projects were established there – Freelancer and DesignCrowd.

Let's look for the example of crowdsourcing – **Wikipedia**. Wikipedia is a multilingual online encyclopedia created and maintained as an open collaboration project by a community of volunteer editors using a wiki-based editing system in 2001 (Poe, 2006).

Wikipedia can be called the most popular reference site on the internet which includes more than 17 million articles available on 309 different languages. All of the pages are written collaboratively by the community on a free basis. Any internet user can create or rewrite Wikipedia articles and users with the option to do it anonymously. "SuggestBot" further enables and entices users to edit other related articles to which they are reading or have edited. This leads to the main problem of Wikipedia – credibility since it is an open-source. However, studies have shown it to be as accurate as traditional encyclopedias like Britannica.

Looking deeper into the crowdsourcing content generation model, it must be noted that the new content of Wikipedia relies on only a small percentage of active contributors among the users. There is a network of Trusted Contributors who are registered and known to provide most of the content, where over 50% of edits were done by 7% of users which produces quality results.

Wikipedia shows many benefits of crowdsourcing such as the creation of a collaborative platform for sharing previously scattered and unstructured knowledge which creates the value of this knowledge by continuous growth of the platform.

It also provides timely coverage of information that could be constantly updated and dispersed, a function that traditional encyclopedias' can never achieve given the tedious process of editing, proofreading, and publishing. The content created on it thus always possesses high relevance to current events and also follows customer interest due to the nature of its crowdsourcing process. When facing the common challenge of quality control among crowdsourcing sites, Wikipedia's community acts as its own quality control. Because the platform is live and free, it is challenged under constant evolution and supervision.

Despite its broad success and the high value of the platform, Wikipedia decided to never run advertisements and platform works entirely on annual donations. This business model is based on their mission to provide free information that belongs to everyone, while their open community and donation-based revenue model ensured neutrality. Wikipedia seeks to create a summary of all human knowledge in the form of an online encyclopedia, with each topic covered encyclopedically in one article.

The community is built on a highly democratic spirit that makes it hard for Wikipedia to pursue a for-profit business model without deterring their user engagement. This can seem like a potential threat for financial distraught, but the platform also takes very low costs to maintain. It uses countless contributors, who each add their bit of expertise, and updates its content 24/7. This model differs from a traditional encyclopedias which usually updates every four years with less content information available.

**Suprise me**  
Traditional office designs aren't conducive to quality thinking, which is why good knowledge sharing will also consider working space as a dimension of this trend strategy.

**80%**  
of crowdsourcing business is done by startups and small businesses  
*Meek, 2013*

Despite the fact that crowdsourcing can help businesses to tap into a global pool of ideas to help with innovation, it can also help companies gain the way to gather different ideas from huge variety of sources and gain access to a wealth of information and knowledge, professional expertise and creativity, which can boost the creation of new products and services or help to solve a problem.

**90%**  
of crowdsourcing buyers are in Europe and North America.  
*Meek, 2013*

**Businesses can participate in crowdsourcing initiatives either as seekers or submitters of ideas. However, for those considering crowdsourcing, it is important to be mindful of potential intellectual property issues that can surround crowdsourced ideas.**

### 1\_ Ownership of intellectual property including third party rights.

One of the main problems that organizations can face is the matter of ownership of any intellectual property associated with an idea. Companies who use crowdsourcing in their job need to make sure that the author can be easily identified. This includes not only the author but also the possibility that this intellectual property can be owned by the third party, for instance, the author's employer. To do this, businesses can require submissions to name all persons who contributed to a work. Businesses can also carry out checks to determine if any third parties could derive intellectual property rights from those contributors. Organizations before using ideas need to check that it is wholly based on original works but may contain content sourced from third parties, for example, drawings, photographs, etc. created by other people; or it can include existing patents, trademarks owned by others. In that case, a company that used third-party content without permission can face a claim for compensation or injunction if this case occurs. Business owners may wish to obtain assurances about the originality of work from idea contributors to help manage the infringement risk.

### 2\_ Ensure access to intellectual property.

Businesses seeking new ideas should ensure they have the right to freely use any intellectual property for their own benefit and that intellectual property right associated with a successful idea flow on to the business. Access to intellectual property rights can be achieved by acquiring ownership or by gaining permission to use the intellectual property (i.e. a license). It can be good practice to have assignments and licences in place to formalize arrangements and ensure adequate access to intellectual property (Tozer, 2016).

### 3\_ Have Appropriate Terms and Conditions.

It is important to create terms and conditions regulating the conduct of a crowdsourcing project. This will help to define the relationship between participants and their rights and obligations in relation to any intellectual property. The terms and conditions can also specify that businesses acquiring intellectual property can have the right to apply for patents, trademarks or other statutory protection in relation to that intellectual property. Moreover, the terms and conditions can help mitigate liabilities that could be associated with crowdsourced materials by requiring contributors to warrant that submissions contain only original work and do not otherwise infringe any third party intellectual property rights (Tozer, 2016).

### 4\_ Alignment with the law of the country.

It is important to define the law of which country will be applicable in the management of the parties' relationship and the resolution of any disputes that might arise based on where participants of a crowdsourcing project could be residents, or where a project is facilitated by a crowdsourcing platform that is based offshore. The terms and conditions associated with the project can specify which country's law is to apply.

**These main principles mentioned above can help when using crowdsourcing ideas. In case of any intellectual property issues arise, it can be solved quickly if needed procedures and agreements were developed and applied. So the knowledge management way is really essential in order to have maximum profit from it. So, what knowledge management mean?**

### Knowledge

management is a multidisciplinary field that is known to feature cognitive science, psychology, and epistemology. Note that epistemology is a branch of philosophy that is concerned with the study on knowledge and rationality. This multidisciplinary field helps organizations and individuals create, share, use, collaborate and reuse knowledge as much as possible. But it is important that individuals take the initiative to understand more about knowledge management to increase innovation and performance at all levels. Not only is knowledge management meant for the best in the industry but it can also be put to use at all stages to expand and innovate further (Singh, 2018).

### The main purpose of knowledge

management is that if the most valuable resource of organizations is knowledge, then it should be leveraged and made more productive. However, the reason for all conversations around knowledge management over the years has made it a complicated topic to manage and convert to business results. Today, managers need more focused frames, first to think about these issues, and then to take pointed action.

### There are five keyframes

for leveraging knowledge in organizations that are emerging as the successors to knowledge management, and that executives find relevant, compelling, and actionable defined by Sudhakar and Swetha (2017).

### Social networks

In the era of digitalization, traditional organizational charts and process maps will not show how work is actually performed in an organization. Nowadays, social network analysis gains more and more popularity by many leading companies around the world in order to gain insights into this “invisible organization,” and to design interventions that enhance the productivity and effectiveness of knowledge work. Social networks help to show the knowledge flow in often highly informal patterns, based on who people actually communicate within doing their work.

### Collaboration

All people connected through the increasing globalization of communications, trade, and labor practices. Changes in one part of the world affect people everywhere. Considering the increasing diversity and interconnected problems, collaboration is the best strategy for accomplishing companies’ goals by sharing knowledge. And that’s why it is so important for organizations to focus more on collaboration between individuals, teams, divisions, and organizations. Collaboration tools such as video conferencing and web conferencing are becoming standard. Now companies are working as a top priority on developing the skills and culture that enable high-value collaboration. However, implementing a whole new set of business processes is also required to unlock the full potential of collaboration.

### Relevance

In a world of massive information overload, it is important to receive the highly relevant information to the work and interest of any organization or individual. Among the many evolving technologies that support this, there are two key practices that will be central to enhancing information relevance. Implicit profiling learns from what people search for and look at, to improve over time at unders-

tanding what is useful for individuals. Collaborative filtering allows drawing on the insights and discoveries of people who have similar profiles and interests. Amazon.com uses similar approaches in a basic form to point users to books and CDs that they might like (Sudhakar and Swetha, 2017).

### Workflow

Knowledge work is part of any organization. The next decade companies will shift their business processes to platforms that enable smooth and efficient workflow. It will help to optimize process and gain an advantage over competitors. Once it made, it will be easy to see and modify if necessary, how work is done, and even allow clients and suppliers to participate in these processes, creating powerful lock-in. The emerging discipline of “workflow learning” which purpose is to optimize business performance, will employ “smart” software to guide, inform, and assist workers to do their jobs better, for example, learning-whether it is information, eLearning modules, or human experts-into the everyday flow of work, so these are available as and when they are needed.

### Knowledge-based relationships

The main part of business value resides in trusting, knowledge-based relationships, that allow companies to create value with clients and alliance partners in ways they could not do otherwise. In the case of outsourcing and offshoring, it is important to establish effective flows of knowledge between companies in order to be successful in this type of business relationship. Knowledge transfer can be used as an engagement factor in knowledge-based relationships and it helps increase customer loyalty and profitability.

*“Our goal towards an autonomous driving network is this: strip away complexities and create simplicity to maximize your business value.”*

David Wang - Execute Director, President of Products & Solutions, Huawei

### BUT IS THERE A CONNECTION BETWEEN KNOWLEDGE MANAGEMENT AND ARTIFICIAL INTELLIGENCE?

Artificial intelligence and knowledge management revolve around “knowledge”, which can also be seen as a key component. In addition, artificial intelligence provides all the mechanisms to machines in order to accumulate knowledge and learn. It also helps machines obtain knowledge from a variety of sources, process information with systematic rules, and then apply the knowledge to the best places.

Machines must open the knowledge stored in their system to make life decisions. After all, “decision” is a central question in artificial intelligence and knowledge management. This is where experts say that artificial intelligence and knowledge management are connected. Experts believe that without a reliable online knowledge base, machines would not be able to create or even use knowledge in the ways that people would not expect.

This link between artificial intelligence and knowledge management has led to cognitive computing. By definition, cognitive computing uses various computerized models that stimulate the way human brain processes things. It encompasses the use of two main components: deep learning and self-learning neural networks. So it is important to understand that cognitive computing is the path to future applications such as knowledge management and artificial intelligence.

## THE FUTURE OF OPEN INNOVATION AND RECOMMENDATIONS TO COMPANIES

In the coming years, there will be massive online knowledge bases that will have tons of information, data, and knowledge which will not be structured. In this case, organizations and individuals would want to have a competitive advantage in the industry, it will be essential to implementing text analytics and data, and knowledge management can help with it.

In the next decades, concepts like “Big data” will come into the picture, industries will see both unstructured and proliferation of structured data. Cognitive computing will be a vital tool for extracting information from big data, it will help to uncover knowledge from a lot of available resources.

Process-centric methods, strategies and inter-organizational aspects of decision making are essential in the design and development of new technologies. This is where people need to realize that there is plenty of scope for academic endeavors in this area. There are a lot of opportunities that provide an insight into how big data processes and minimizes to improve the decision-making abilities of machines (Singh, 2018).

**In order to optimize and help companies and individuals to benefit from Open Innovation, here are some recommendations that can help to unleash the full potential of this trend:**

Organizations need to assess the existing and potential information importance and intensity of the products and processes of its business units. To do so, it is essential to measure the potential importance of information technology. It will help identify priority business units for investment in information technology.

The “knowing-doing gap” in the work of employees and clients can be improved by setting out a common vision with regard to innovation and establishing mutual benefits for companies and their clients through the use of innovative technologies in their work in order to improve it. It can help to gain competitive advantage on the market by ranking innovative technologies.

Companies must proactively define publicly what it considers to be “good management” in order to improve the practice of management. If it is not clear, it can create confusion and have the opposite effect – it can create misunderstanding between employees, clients, and organizations. As soon as “good management” will be defined, it is important to develop trainings both for managers and employees on how to deliver and receive constructive feedback.

All the stakeholders will need training that develops not only critical skills and best practices in the knowledge sharing area but also sets clear norms and values that all involved are expected to observe.

Internet is the main source of most of today's data. That's why the importance of knowledge management is not in dispute. Most companies plan on incorporating an online knowledge base that helps them store necessary data in one place and different information and innovative technologies will have a significant impact on a company's competitive advantage. This is why it is important for organizations to update their knowledge bases regularly in order to make them relevant for readers and it will be available online until the time companies decide to remove it.

Cognitive computing serves as the bridge between artificial intelligence and knowledge management. Cognitive computing is the main force for companies, it can change the world. It will have a substantial impact on how individuals see things, work and live!

## Market examples

**#1\_ OPENIDEO** (OpenIDEO, USA, since 2010).

OpenIDEO is an open crowdsourcing platform to build solutions for societal problems and accelerate social innovation. The platform expands on the power of crowdsourcing, equipping participants with resources, connections, and design tools to create real impact.

**#2\_ VISA DEVELOPER CENTER** (Visa Inc., USA, since 2015).

Visa Developer Center offers direct access to the tools, and support that can help to start building easier, faster and more secure ways to power commerce. It gives access to such Visa's payments technology as account holder identification, person-to-person payment capabilities, currency conversion and consumer transaction alerts.

**#3\_ WIKIPEDIA** (Wikimedia Foundation, Inc., USA, since 2001).

Wikipedia is a multilingual web, free encyclopaedia based on an openly editable, viewable content, a wiki: website where users collaboratively modify content directly from the browser. No Ads: it needs funds to continue the work.

## Executive Recommendations

The “knowing-doing gap” in the work of employees and clients can be improved by setting out a common vision with regard to innovation and establishing mutual benefits for companies and their clients through the use of innovative technologies in their work.

Companies must proactively define publicly what it considers to be “good management” in order to improve the practice of management. After it is important to develop trainings both for managers and employees on how to deliver and receive constructive feedback.

All the stakeholders will need training that develops not only critical skills and best practices in the knowledge sharing area but also sets clear norms and values to follow.

**Mina NAGIEVA** - HR Professional

[LinkedIn profile](#)

**Watch here a short video by the author of the chapter presenting the essence of this trend.**

### sources

- > Chesbrough, H. (2015). *Open Innovation: Striving for Innovation Success in the 21st Century*. OpenMind, [link](#)
- > Chesbrough, H. W. (2006). *Open business models how to thrive in the new innovation landscape*. Harvard Business School Press.
- > Howe, J. (2006). *The Rise of Crowdsourcing*, Wired, [link](#)
- > Meek, T. (2013). *Crowdsourcing: Great For Your Business (A Handy Primer)*. Forbes, [link](#)
- > NIST (2011). *Final Version of NIST Cloud Computing Definition* – [link](#)
- > Panetta, K. (2017). *8 Dimensions of Business Ecosystems*. Gartner, [link](#)
- > Poe, M. (2006). *The Hive*. The Atlantic, [link](#)
- > Singh, R. (2018). *The Bond Between Artificial Intelligence and Knowledge Management*, [link](#)
- > Sudhakar, D. K., & Swetha, B. (2017). *The Future of Knowledge Management*. International Journal of Emerging Trends and Technology in Computer Science. 6(3), 4.
- > Tozer, R. (2016, December 15). *5 Top Intellectual Property Tips When Crowdsourcing Ideas*, [link](#)
- > Trott, P. and Hartmann, D. (2009). *Why “Open Innovation” is Old Wine in New Bottles*. International Journal of Innovation Management, 13(04), 715–736.

# Prosumers

BY LOU PELLEGRINI



## What is the trend? What impact on people management?

The concept of PROSUMERS was introduced by Alvin Toffler in 1970's. It describes a new trend where consumers are connected, informed and active. It is a neologism combining "producer" and "consumer". This new way of consumption disrupts the traditional form of market relation where firms produced, and consumers consumed. Prosumers have 2 types of interaction: consumers-consumers (self-help movements, consumers communities, creation of content on social media) and consumers-companies (prosumers contribute to the production/thinking/design process). Due to this new kind of consumers, companies must change their behaviors. It impacts people management as it redefines missions and responsibilities in the company (innovation and even products can be ideas developed by customers). In this context, HRs need to adapt the corporate culture and to manage the change to engage every employees.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# DEFINITION

“Prosumers” is a neologism combining two words: “producer” and “consumer”. It has been introduced by Alvin Toffler (an American writer and businessman) in 1970's and defined as “people who produce goods and services for their own consumption”. Later, it has been defined by Xie et al. (2008) as “value creation activities undertaken by the consumer that result in the production of products they eventually consume and that become their consumption experiences”.

This new way of consumption disrupts the traditional form of market relation where firms produced, and consumers consumed. Nowadays, consumers are in the center of the market. They are playing a major role in the production and in the consumption processes. Prosumers are active consumers who invest time, money and skills in the market.

Prosumption is a process which “consists of individual physical or mental acts or social acts by actors in an exchange relationship that help to co-produce the seller's offering and gives rise to sociopsychological experiences for the buyer(s) in cooperation with the seller” (Xie et al., 2008).

## There is 2 major ways to “prosume”:

People producing for them or others without being paid (e.g. producing content on internet)

People producing goods or services (or part of it)

## Thus, prosumers have 2 types of interaction:

Consumers-consumers: linked to self-help movements, consumers communities, creation of content on social media, etc

Consumers-companies: prosumers contribute to the production/ thinking/design process; they do some parts in the process that companies used to do.

It has changed the way companies produce, communicate and interact with consumers as these latest are involved in every stages of the process. It has redefined the way to do marketing, as before the brand image and communication was done by company, today, consumers are a relay (Bagozzi and Dholakia, 2006; Brown et al., 2003; Cova et al., 2007).

# THE DEVELOPMENT OF PROSUMPTION

**Ritzer (2014 – Prosumer capitalism) studied the development of prosumption and created a chronological timeline according to the book of Toffler (The Third Wave).**

First, during antiquity, every person was a prosumer as production and consumption were totally blurred. People created/produced themselves and consumed their own production. For example, people used to hunt and eat their finds. There were no companies at all and no intermediate step.

Then the industrial revolution separated consumption and production and created the consumption society. This time marked a stop in the “prosumption”. It created a separation between producers and consumers. Production was standardized with one goal: satisfy the biggest number of consumers.

Finally, prosumer concept came back at the beginning of the XXIst century: people were fed up with mass consumption and wanted more individualization and customization in the products they bought. Consumers became more and more involved in the process making. Today's consumers want to be aware of what they consume

(companies need to be more and more transparent) and they want to be able to express their needs and find products fitting perfectly their needs. This trend is the actual context of consumption.

**The development of actual prosumption is linked to different factors and means:**

After the industrial revolution (thanks to the automatization of manufacturing and the development of a protective labor law), the working hours have decreased a lot and people are able to spend more free time,



**Customer service is the new marketing.”**

Derek Sivers, Founder, CD Baby

There has been also a development of education (especially, adults' education) and the promotion of life-long learning: it makes people able to raise their skills and develop hobbies,

People modified their work organization and how they evaluate their work significance. Nowadays, people want to have a sense in their work, they want to be useful for the society and to express their creativity,

The development of technology and information systems played a major role: internet is the biggest source of information, it makes people able to find all the information they want, to exchange easily with their networks, and to express their opinions about products or services they consumed.

As an extension, the production of data helped a lot of companies to develop business models and suitable offers for consumers. As an example, people are more and more using self-tracking devices that produce huge amounts of data about themselves. There are a lot of apps that allow users to track and quantify every aspect of their lives (sleep quality or health monitoring for example). Companies which gather these data can use them to develop new products and services, inform marketing and enhance their brand value.

Today's prosumption encompasses a whole range of activities that may not lead directly to the production of goods or services, as in the traditional Tofflerian conceptualization of the notion of prosumer but can provide significant benefits for companies. This has led to criticism (detailed at the end of the document).

# 72%

**of businesses say improving customer experience is their top priority**

Forrester, 2016

## STRENGTHS

Externalize on R&D as prosumers submit ideas free / Less risks of failure / Better understanding of clients needs (thanks to data and interactions) / Bring new skills and competences.

## OPPORTUNITIES

Gain new customers / Bring innovative ideas / Enlarge the offer / Create an agile corporate culture / Oblige company to benchmark.

## Weaknesses

Companies loose part of their added-value / Reverse the balance of power / Modify the whole business model.

## THREATS

Social climate: employees can feel replaced / Disorganization of the company, risk of diversification and loss of brand characteristics / Companies are only manufacturers?

# SWOT

## are you a prosumer?

### CHARACTERISTICS

**Zawadzki and Przewlocka (2008) presented 3 criteria. People fulfilling at least 2 of the 3 criteria are prosumers:**

- Seeks opinion of other internauts especially when planning a product purchase
- Issues opinion about products and brands in the internet or asks questions about them
- Participates in promotions in which he co-creates products, slogans or advertising campaigns

**Concretely, actions and behaviors of consumers are:**

- They provide some content for others on the Web and want to share their experience (Wang, Yu and Fesenmaier, 2012).
- They do not receive marketing message in the passive way. They take initiative to do the promotion of a product or a good, they share their knowledge, and they can even act as a brand/product advocacy (e.g. influencers on Instagram)
- They are real "partners" for the business: active members in the production, suggest and submit idea, customize.
- Prosumers are actors of the market.

### MOTIVATIONS

Some researchers studied the motivations of people to act as prosumers. Two main studies emerge from this: prosumers have individual and social motivations to "act as designers on their own solutions" (Xie et al., 2008).

Concerning the individual motivations, it has been shown that prosumption helps for "psychological growth, integrity and well-being" (Deci and Ryan, 2000). Prosumption is caused by motivation to acquire autonomy and competence.

**Autonomy** is reached when consumers have the freedom to choose a product and the ability to manage Do-It-Yourself tasks. With these tasks, they fulfill some Maslowian needs as the self-actualization (Seligman and Csikszentmihalyi, 2000). Participating in the production process and the service experience of a company is also increasing self-esteem.

The motivation of competence is due to the fact that prosumers are doing tasks for their own product experience: they learn how to do some new tasks and in extension they attain a feeling of competence (Rostan, 2010) and increase their skills level.

Also, stimulation of learning process and participation in creative service experience helps to increase enjoyment and relaxation (Franke and Schreier, 2010).

Concerning **social motivations**, prosumption creates extrinsic outcomes and social dimensions (Prügl and Schreier, 2006) thanks to social media communities, prosumers share information and help or inform each other's. It creates togetherness and interactions (Arnould and Thompson, 2005; Gainer, 1995). Finally, some prosumers are seeking for a public sense of accomplishment (Dahl and Moreau, 2007). Prosumption is a way to increase social capital.

## related concepts

Prosumption has a link with the open innovation concept which is a model that assumes firms should use external ideas as much as internal ones, and internal and external ways to penetrate the market, while improving their technology (Chesbrough et al., 2003). Thus, R&D is an open system where prosumers can submit and participate in the new idea process. It is often facilitated by software tools where customers can raise their voice.

**The concept of co-creation is also directly linked to prosumption as it is defined as "the participation of consumers along with producers in the creation of value in the marketplace" (Zwass, 2010). It has 2 components:**

### Value-in-use

Which implies that value can only be created and determined by user in the consumption process through use

### Co-creation

Participation of users in creation of goods and services

The concept of Service experience is about "the outcomes of interactions between organizations, related systems/processes, service employees and customers" (Bitner et al., 1997). Prosumers play a major role in it as they are the ones who adapt, modify or transform

the goods (Berthon et al., 2007). From a firm point of view, prosumer's participation is helping companies as it externalizes costs (Toffler, 1980), reduce risk for the firm (Pan and Holland, 2006) and increases customer satisfaction (Cova and al, 2011).

# HOW PROSUMERS IMPACT THE COMPANIES?

## IN GENERAL

Due to this new kind of consumers, companies must change their behaviors, ways of acting and business models as prosumption means to consider consumers as partners of the business. Particularly, marketing function become more and more complex: marketers need to consider big data analysis, consumers' desire to be treated individually and the need for more interaction with customers.

To understand the transformation of companies' behavior since the advent of prosumption, here are some concrete examples:

In a traditional marketing approach, when a company wanted to launch a communication campaign, it was done under a "monologue type". The company promoted its products or services with key messages to consumers. Today, a marketing campaign is more like a dialogue between the company and the consumer. Marketers launch campaigns that require actions, returns from the targeted audience. Therefore, in prosumer economy the main role of marketers is not to promote products and services, but to cultivate the enthusiasm and the active participation of prosumers in order to sell them more effectively (Bird, 2011).

Also, when a company sought to innovate, it used its internal resources and the human capital of the company to create new products. Today, the company open borders to all kind of partners, especially to creative prosumers (internal and external sources).

To measure the performance of marketing, companies used to create KPIs reflecting the company's involvement in customer relations, customer satisfaction and retention. Today, customers feedbacks are assessing on a voluntary basis feedbacks through the available online channels. Companies are interested in measuring systems of customers' engagement.

Finally, there is also changes in the way to manage projects. Before, waterfall approach prevailed, and implied different steps such as: requirements, design, implementation, testing and maintenance. This approach placed customers' voice at the end of the project. Now aware of that, companies try to use agile methodologies such as "Scrum" where feedbacks of customers are constantly obtained.

## Suprise me

Ford was the 1st company of mass production (with assembly line) but also the 1<sup>st</sup> one to offer customization with ability to add options to cars.

## IMPACT ON PEOPLE management and HR

On the HR challenge side, prosumption is a complete new skill to incorporate ideas and even products that had been developed from customers. For processes but also for people that until now were hired to develop that is a huge step. How should HR and the business deal with that?

For an HR, there are several impacts.

**First, it involves changes in the corporate culture. To promote prosumption trend, employees have to also to be treated as internal prosumers. Inside a company, it involves that employees should be free to express and submit new ideas or initiatives (not only on their department but for the whole business). For that, there are different characteristics to put in place:**

There should be horizontal management more than a traditional hierarchy

Each employee should feel empowered and free to express any improvement or disruptive ideas

Communities of practices should be implemented to encourage mutual help, and practices sharing

Strategy and company's decisions should be transparent and communicate to all employees

A feedback culture should be implemented in the companies, employees must be able to share feedbacks on their managers behaviors

The corporate environment and leaders should encourage and reward employees' initiatives but even more important it should accept mistakes if initiatives fail and should be able to learn from these mistakes.

Changing a corporate culture takes time but needs to be driven by HR. An action plan needs to be established with actions on the short-term, middle and long term.

Also, HR needs to study the impact of prosumers on employees' jobs and clarify new tasks with managers. This is part of the strategic workforce planning. HRs must identify new skills to acquire and the evolution of each jobs.

Following this, training must be done. At first, it is important to raise the awareness of leaders and managers because they will influence their teams. All employees must then be trained in the new working methods that this trend creates. For example, project management is completely modified. The HR must provide training to implement new practices in the company.

Finally, prosumers are very present on social networks and are sensitive to comments from users. It would be interesting to train employees on their roles they play as representatives of the company. Each employee must be an ambassador of the brand. And that's where all the employee engagement is important: a satisfied and proud employee of his company will be a very good ambassador outside the company: promoting the products, the culture, the Employee Value Proposition.

The biggest problem with change is that people who face it only see what they are going to lose. HR's role is to show them that it can be good for the company, for their jobs, and for developing their skills.

# LIMITS

Some researchers criticized this concept and made a link with the Marxism concept of “exploitation”. Zwick et al. (2008) assert that “co-creation economy is about experimenting with new possibilities for value creation that are based on the expropriation of free cultural, technological, social and affective labour of the consumer masses”. Cova and Dalli (2009) argued that prosumption had an exploitative nature and in extension they introduced the concept of “working consumers” “who, by the means of immaterial labor, add cultural and affective elements to market offerings”.

They claim that prosumers are not compensated for values they are creating. Web appropriate and exploit the participation of consumers who are active and create content. Indeed, when prosumers use online platforms, they do not expect any financial compensation for the content they produce but it creates value for the owners of the platforms (Rey, 2012). Van Dijck (2009) says that the role of users as data providers is more important for value creation purpose than their role as content providers.

**For Gauntlett (2011), the actual concept of prosumption creates a double exploitation with the Web:**

## Users provide the contents that attract visitors and revenue

Through online activities they generate data that are again used and exploited by owners of Web 2.0  
All in all, without realizing, prosumers work and create or add value to products and services they use (Cova and Dalli, 2009)

However, these criticisms must be qualified because prosumers are free to act like this, contrary to the Marxist thought.

Defined in the 1970s, the concept of prosumer is a growing trend in the market today. It involves many changes, including redefining the roles of the parties in the market. The line between producers and consumers is blurred. Companies need to understand consumers as partners, who must be integrated into production and marketing processes

**Lou Pellegrini** - People project leader

[in LinkedIn profile](#)

## SOURCES

- > Arnould, E. J., and Thompson, C. J. (2005). *Consumer Culture Theory (CCT) : Twenty Years of Research*. Journal of Consumer Research, 31(4), 868-882, [link](#)
- > Bagozzi, R.P. and U.M. Dholakia (2006). *Antecedents and purchase consequences of customer participation in small group brand communities*, International Journal of Research in Marketing, 23(1): 45-61.
- > Bernard Cova, Daniele Dall. (2009). *Working consumers : The next step in marketing theory ?*, [link](#)
- > Berthon, P. R., Pitt, L. F., McCarthy, L., and Kates, S. M. (2007). *When customers get clever : Managerial approaches to dealing with creative consumers*. 9.
- > Bird, S.E. (2011). *Are we all producers now?* Convergence and media audience practices, Cultural Studies, 25(4-5): 502-516.
- > Bitner, M. J., Faranda, W. T., Hubbert, A. R., and Zeithaml, V. A. (1997). *Customer contributions and roles in service delivery*. International Journal of Service Industry Management, 8(3), 193-205, [link](#)
- > Brown, S., R.V. Kozinets and J.F. Sherry Jr. (2003). *Teaching old brands new tricks: Retro branding and the revival of brand meaning*. Journal of Marketing, 67(3): 19-33.
- > Chesbrough, H. W. (2003). *Open innovation : The new imperative for creating and profiting from technology*. Harvard Business School Press.
- > Cova, B., R.V. Kozinets and A. Shankar. (2007). *Consumer tribes*. Burlington, MA: Elsevier/ Butterworth-Heinemann.
- > Cova, B., D. Dalli and D. Zwick (2011). *Critical perspectives on consumers' role as "producers": Broadening the debate on value co-creation in marketing processes*, Marketing Theory, 11(3): 231-241.
- > Seligman, M. and Csikszentmihalyi, M. (2000). *Positive Psychology*, American psychological association, 55(1), [link](#)
- > Dahl, D. W., and Moreau, C. P. (2007). *Thinking inside the box : Why consumers enjoy constrained creative experiences*. Journal of Marketing Research, 44(3), 357-369, [link](#)
- > Deci, E. L., and Ryan, R. M. (2000). *The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior*. Psychological Inquiry, 11, 227-268
- > Forrester (2016) - *A Customer-Obsessed Operating Model Demands A Close Partnership With Your CIO*

# Market examples

**#1\_** Medias like Le Monde Magazine or Metro no longer appeal to professional photographers but to amateurs. Today, amateurs' photos are as good as those of the professionals, they make economy on copyrights, and especially it creates closeness between the magazine and its readership.

**#2\_** Lego created the Rebrick Forum on the official Lego website: a platform where prosumers can create their own products to build. It contributes to keep the brand fashionable and trendy for the customers.

**#3\_** The food industry: prosumers have access to information on agribusiness and nutrition. In the last 5 years, sodas and industrial chips' turnover decreased by 25% because of consumers' awareness. Companies like Danone had a strategy of refocusing on healthy products (the group sold its beer brand and ready-cooked products) to be healthier and fit with new way of consumption.

# Executive Recommendations

Being customer-centric company means that all your employees should be perfectly aware of business challenges and priorities and end-users' needs: you should develop the business acumen of all your employees (even support functions) by trainings and a good internal communication.

Your employees should be your brand ambassadors: with mass customization the brand image can be wiped and customers become brand advocate. Your employees are the best representatives of your company.

Consider your employees are prosumers and create a corporate culture promoting and disruptive ideas, horizontal management, employees engagement, feedbacks culture.

- > Franke, N. and Schreier, M., (2010). *Why Customers Value Self-Designed Products: The Importance of Process Effort and Enjoyment*. Journal of Product Innovation Management, 27(7), pp. 1020-1031
- > Gainer, B. (1995). *Ritual and relationships : Interpersonal influences on shared consumption*. Journal of Business Research, 32(3), 253-260.
- > Gauntlett, D. (2011). *Making is connecting: The social meaning of creativity from DIY and knitting to YouTube and web 2.0*. Cambridge: Polity Press.
- > Pan, B., and Holland, R. (2006). *A mass customized supply chain for the fashion system at the design-production interface*. Journal of Fashion Marketing and Management 10(3): 134-159
- > Prügl, R., and Schreier, M. (2006). *Learning from leading-edge customers at The Sims : Opening up the innovation process using toolkits*. R&D Management, 36(3), 237-250, [link](#)
- > Rey, P. J. (2012). *Alienation, exploitation, and social media*. American Behavioral Scientist, 56(4), 399-420.
- > Ritzer, G. (2014). *Automating prosumption: The decline of the prosumer and the rise of the prosuming machines*, Journal of Consumer Culture, 15(3): 407-242
- > Rostan, S. M. (2010). *Studio Learning : Motivation, Competence, and the Development of Young Art Students' Talent and Creativity*. Creativity Research Journal, 22(3), 261-271, [link](#)
- > Toffler, A. (1980). *Third Wave (Book Club)*. HarperCollins Publishers Ltd.
- > Van Dijck, J., (2009). *Users like you? Theorizing agency in user-generated content*, Media, Culture and Society, volume 31, number 1, pp. 41-588, [link](#)
- > Wang, Y., Yu, Q., and Fesenmaier, D. R. (2002). *Defining the virtual tourist community: implications for tourism marketing*. Tourism Management, 23(4), 407-417. [https://doi.org/10.1016/S0261-5177\(01\)00093-0](https://doi.org/10.1016/S0261-5177(01)00093-0)
- > Xie, C., Bagozzi, R. P., and Troye, S. V. (2008). *Trying to prosume : Toward a theory of consumers as co-creators of value*. Journal of the Academy of Marketing Science, 36(1), 109-122, [link](#)
- > Zawadzki A., Przewlocka J., *Prosumenci w polskim Internecie, raport Gemius*, (2008)
- > Zwass, V. (2010). *Co-Creation : Toward a Taxonomy and an Integrated Research Perspective*. International Journal of Electronic Commerce, 15(1), 11-48, [link](#)
- > Zwick, D., S.K. Bonsu and A. Darmody (2008). *Putting consumers to work: Cocreation and new marketing govern-mentality*, Journal of Consumer Culture, 8(2): 163-196.

# Quantified enterprise

BY VASILIKI PETROPOULOU



## What is the trend? What impact on people management?

Quantified enterprise is the practice of gathering data in order to improve employee and customer experience and stand out from competitors. This data can come from all parts of the enterprise and can be about workplace metrics, customers, partners, operations, the marketplace, employee activity, product performance, and competitors. This means that the company should adopt a knowledge-sharing model in order for employees to have access and deploy the data and train employees on how to process them.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

It could be said that the beginning of the quantified enterprise lies in the early 20th century, when Taylor tried to identify the precision of the work of a “first class man” and the Gilbreths attempted to find the best way to lay bricks. At the moment, these practices seemed suspicious to the trade unions, who saw them as an attempt of the management to speed up the pace of work and as giving too much authority to the machines. However, nowadays, there are increasing work design methods which recognize the capacity of machines to measure work and performance (Moore, 2018).

A rise has been observed in the term quantified enterprise, after the emergence of the term quantified self which was popularized in 2008. The quantified self refers to the use of technologies first introduced in medical and fitness circles for personal tracking practices which would facilitate the optimization of services (Lupton, 2013). Quantified self is also about measuring one’s performance during activities such as running, walking or in general using technology in order to track their health and stress status and be able to be proactive about potential problems.

Quantified enterprise is the equivalent of the “quantified self” movement where a variety of sensors are being used to collect data from all parts of the enterprise, and then that data is analyzed comprehensively to improve and refine the business (Favaro and Nair, 2015). Quantifying of the enterprise and therefore of productivity is not an easy case. There is a high demand of digital skills for which companies will have to provide trainings, as well as a demand for the identification of the right indicators which should be measured in order to define performance (Overton, 2018).

## QUANTIFIED enterprise and IOT

Quantified enterprise has also been associated with the Internet Of Things (IOT). This use entails the controlling of lighting, heating, cooling and monitoring energy usage, location-based sensors, including RFID, in order to track the movements of employees, and interact with the lighting, heating and cooling controls as well as traditional electronic performance monitoring data (computer use, audio and video monitoring) which can be used in conjunction with other data captured by IOT devices. Moreover, IOT technologies are being tested for their use in training, injury prevention, promoting cohesion, space utilization and employee interactions as well as security and surveillance (Russo, 2015).

It has been observed that employees themselves are driving a trend of using their own devices and health monitors in the workplace and this has made it very easy to monitor employee’s location and activities. In 2011, over 40% of the devices used to access business applications were the users’ personally owned devices (Ibid).

Some organizations have been observed to provide devices to employees in order for them to participate in corporate fitness programs, improve their health and prevent illnesses and in this way increase the productivity of the company, reduce absenteeism, increase stress-tolerance and improve decision making. However, there have also been concerns regarding the use of IOT in the workplace, since having one’s location and personal interactions and communications tracked by a Quantified Workplace system may be considered a breach of work-environment privacy and solitude privacy (Ibid).



*My fear is that many companies will spend too much time crunching all the things they can so easily collect data on, including how much time we sat on our office chair or how many people we have interacted with, rather than the more meaningful qualitative measures of what we did.*

Marr, 2015

## IMPLICATIONS REGARDING BIG DATA

Quantification of the enterprise has implications for big data and their use, since quantification leads to the acquisition of a big amount of data from employees. Companies need to be smarter regarding what data they use and for which purpose. Moreover, they should always be taking into consideration that data has gravity, which means that when handling big amounts of data, it is certain that some of the data will either become unavailable to most or impractical to use except for local decisions at the edge of the enterprise. Thirdly, it is important to keep in mind that data decays, which means that the use of data is becoming less relevant as time goes by, since for example the data collected by clients, or employees are relevant to their situation at the time and therefore when this situation changes, new data should be gathered if the company wants to be properly updated (Overton, 2018).

Finally, it is highly important for enterprises to be careful with the way that they use the gathered data and specially to make sure that they comply with international legislation regarding the privacy and protection of the data, especially after the General Data Protection Regulation, established by the European Union.

### Surprise me

The number of connected devices was 22 billion in 2018 and it can reach up to 50 billion by 2030

Statista

## STRENGTHS

Objective and holistic analysis of employees/ customers needs and performance. Easier goal setting which improves employee engagement.

## OPPORTUNITIES

Publishing the data within the organization in order to create a flat organization. Asking employees to participate in the data sharing and creating a habit for them in this way.

## Weaknesses

Technology needed is not affordable for many smaller businesses or even sometimes not invented yet.

## THREATS

Difficult to not invade employees'/customers' privacy.

# SWOT

## EMPLOYEES' PERCEPTIONS

In the research conducted by Mathur et al (2015) users showed a preference to quantification for those metrics who are beyond human sensing (such as color and noise) but also stressed the need to focus on actionable quantifications, meaning on actions of the employees and not so much on the characteristics of their surroundings. Moreover, it was found that if the system which is gathering data is designed in the right way with trust and transparency through anonymous data collection and real-time visualization, the participants can accept it and do not feel threatened or monitored too closely.

Quantification can be disadvantageous if the users cannot improve their setting. For example, people who cannot change their desk have reported that it was not useful for them to know that they are working in an environment with high noise levels. Participants

however felt that communicating on their mood was relaxing and an opportunity for self-reflection. For both employees and managers, mood quantification was reported as very important, as according to them, they could compare their mood to that of other people or they could find out how different teams were feeling during different projects or they could express negative feelings about their workplace which they wouldn't have expressed otherwise. Furthermore, activity quantification was found useful by 58% employees and 63% managers. Employees found it useful to get an overview of the various activities happening in the workplace and to compare it with their own activities, and also they considered this input as an effective tool to give feedback to the management about the activities happening in the workplace.

In general, according to Mathur et al (2015), the user engagement with a QW system would increase with the use of a simple, intuitive and playful artefact which could display the results of the measurement in a simple way in order for everyone to understand them (e.g. a mood lamp which changes color depending on the results of the QW system and in this way shows the employees' disposition).

**58%**  
of employees and 63%  
of managers consider  
quantification is useful  
*Mathur et al, 2015*

## QUANTIFIED ENTERPRISE AND HUMAN RESOURCES

**Human Resources, and the business management, should make sure that the company takes into consideration different aspects before and during the quantification of the enterprise:**

### 1\_ A CATALOGUE OF DATA APPLICATIONS.

It is important that HR and management have a clear idea of what data the company already stores and what it might collect in the future. This means that before applying a project where data gathering is involved, it is useful to have a full view of the range of data throughout the organization that is, or could be, curated, stored, and analyzed. It certainly implies collaboration with the IT departments who may be more knowledgeable. There might also be a need for the conduction of a rigorous, business-focused cataloging effort. For example, one financial-services firm began its company-wide data-for-growth campaign by a catalogue for all the data gathering practices that exist in the company. The catalog included a roster of internal and external data sources, the current sources and recipients of each, and a plain-English definition of each data collection. In this way, a common data language was created that allowed users throughout the company to see what data was available in the enterprise and the types of applications it was powering. Therefore, the company had in this way a meaningful platform for analyzing opportunities to make the most of its data (Favaro and Nair, 2015).

### 2\_ OPEN KNOWLEDGE SHARING.

When creating a quantified enterprise, it is important that employees feel involved in the process and are able to view and use the data shared. Open knowledge sharing is about giving all internal teams the license and means to query, extract, and massage the company's data at any time, so long as privacy and confidentiality safeguards are active and respected. This way of operating reduces costs and also makes the exchange of information much more convenient for employees, something which increases their interest in using data for day-to-day business purposes and growth-oriented initiatives.

This open knowledge practice is however difficult to be applied by most enterprises. They are lots of times burdened by data gatekeepers who demand use-justification and cost-benefit analyses before granting access to information and analytical models. Perhaps the open knowledge sharing to non-IT managers is one of the biggest challenges for enterprises, as they lots of times are limited by compliance and privacy restrictions. People are forced to either find a workaround, which usually results in duplication, wasted expenditures, and lost opportunities, or they give up altogether. As an example of a good practice, a consumer products company addressed this issue by requiring its MBA hires to go through an intensive orientation on data and its use, which includes placing recruits on the data team for some time. This resulted to the company having people who understand the available data of the company and have the knowledge to use them in creative ways in order to drive business decisions (Ibid).

### 3\_ CROSS-FUNCTIONAL PROFICIENCY.

HR specialists should make sure that recruitment is made by taking into account the goal of a quantified enterprise. This means that when looking for new business leaders, department heads and line managers they should not only look for the skills and degrees needed for the specific tasks of the position, but also cross-functional skills such as analytics and innovation. For example, Amazon's requirements for a senior market manager does not only include marketing competence, but also technical skills in quantitative analysis and experience with data modeling tools like SQL. A good generally applicable rule is that operating units should be able to handle 80 percent of data and analytical needs on their own. The rest can perfectly be managed by highly specialized technical and analytical experts housed as a central resource for the business (Ibid).

### 4\_ A GROWTH-ORIENTED CDO.

The position of Chief Data Officer is one which is growingly becoming more important than in the past and is seen in a growing number of companies as well. However, the role in most companies is mainly about ensuring data integrity and compliance, so mostly a gatekeeping function. Instead the CDO should foster connections between the company's data assets and its businesses—particularly the frontline staffs of marketing, service, and sales. The CDO should focus on ensuring that newer, more valuable data sources are continually identified, sourced, experimented with, and then rolled out through the businesses as well as help the business use its data to drive growth (Ibid).

### 5\_ PREPARING EMPLOYEES.

Certainly, all the above entail that the human resources department is charged with the responsibility to not only recruit new but also prepare the existing staff in order to meet the demands of the organization towards quantification. HR should be able to design and execute training paths and solutions for its existing employees as well as support them through the change that the organization is possible facing (Ibid).

**The aforementioned actions should be suggested and actively promoted by the HR department in its role as a partner of the business.**

## Market examples

**#1\_** Bank of America analysed the data from smart badge technology and found out that top performers took breaks together. They therefore instituted group breaks, instead of individual ones, and increased productivity by more than 10% (Gartner, 2016).

**#2\_** Fujitsu released in 2015 Ubiquitousware, a business package that can collect and analyze data from devices such as accelerometer sensors, barometers, cameras and microphones to measure and monitor people at work. For example, data such as temperature, humidity, movements and pulse rate can be used to identify when workers are exposed to too much heat stress. (Fujitsu, 2020).

## Executive Recommendations

**Include the employees in data gathering by asking regularly for their feedback and create this way habits for them**

**Stress out what's in it for the employee/customer by providing feedback out of the data you gather**

**Make sure that all data are evaluated as much as possible by enabling regular checks (e.g. setting goals and using the data to evaluate the progress often)**

**Vasiliki PETROPOULOU** - HR Professional

[in LinkedIn profile](#)

#### sources

- > Favaro K. & Nair Ramesh (2015). *The Five Attributes Of A Quantified Core Company*. Forbes, [link](#)
- > Fujitsu (2020). Ubiquitousware wearables, [link](#)
- > Gartner (2016). The coming age of employee monitoring
- > Government Office for Science (2014). *The Internet of Things: making the most of the Second Digital Revolution*, [link](#)
- > Lupton D. (2013). The digitally engaged patient: Self-monitoring and self-care in the digital health era. *Social Theory & Health* 11(3): 256–270
- > Marr B. (2015). The Quantified Workplace: *Big Data or Big Brother?* Forbes, [link](#)
- > Mathur A., Van den Broeck M., Vanderhulst G., Mashhadi A. and Kawsar F.(2015). *Tiny Habits in the Giant Enterprise: Understanding the Dynamics of a Quantified Workplace*. Bell Laboratories, Alcatel-Lucent, Osaka, Japan. ISBN 978-1-4503-3574-4/15/09
- > Moore P. (2018). *Tracking Affective Labour for Agility in the Quantified Workplace*. *Body & Society*. Vol. 24(3) 39–67.
- > Overton J. (2018). 2018: *The quantified enterprise — Stop guessing and start measuring*. DXC Digital Directions, [link](#)
- > Russo N.L. (2015). *The Quantified Workplace: How the Internet of Things will Impact Work in the Future*. Northern Illinois University and Malmö University, [link](#)

# ROBOTICS

BY ELENA POZZI



## What is the trend? What impact on people management?

Robots are having a bigger and bigger role to play in the workplace. This will affect most jobs and first of all the ones with repetitive and administrative tasks. Many people argue that robots will “steal” most of these jobs. Other respond that, on the contrary, automation will create new kind of jobs and that there will always be people needed to keep the robots functioning. So new forms of interaction between man and machine are coming to the fore. Many variants will co-exist in the future: from people who control machines to machines as colleagues to a merger between man and machine or even a complete take-over by machines. Organizations will soon need to rethink themselves in order to ensure a smooth transition to the digital age for employees, with them being impacted as less as possible. The key to do this is training, training and training.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

**New forms of interaction between man and machine are coming to the fore. Many variants will co-exist in the future. From people who control machines to machines as colleagues to a merger between man and machine or even a complete takeover by machines. The word "robot" originally comes from "robota", which is the Czech word for "drudgery". Robots are machines able to work autonomously or**

**semi-autonomously on a series of given actions, and are per definition created to substitute humans in difficult and dangerous working situations. Nowadays, robots can be found in many different environments, at home or at work, and in addition to still serve their primary function, robots also stand as synonym for time-saving, comfort and sometimes even fun.**

## An increasing Demand

The popularity of robots has significantly increased in the last years, and while the demand for workplace robotization is expected to remain limited in the next few years, robots' presence as part of the workforce is being considered by many businesses. Depending on their business sector, 23% to 37% of companies declare to be interested in the acquisition of robotised labourforce. All sectors considered, stationary, aerial and underwater robots are the most likely to be invested in, before humanoid machines.

In the growing demand for task automation and robotics, PricewaterhouseCoopers (PwC) identified three waves of deployment between today and the mid-2030s. The algorithmic wave is happening now and will last until the early 2020s. It involves the automation of computational tasks and data analysis. By the end of the next decade we will be experiencing the augmentation wave, that is the dynamic interaction of humans with technology to support decision making, including robotic tasks in semi-controlled environments such as moving objects in warehouses. Lastly, by the mid-2030s physical labour and manual dexterity jobs will be fully automated in what PwC calls the autonomous wave. In a nutshell, these phases will lead to automated manual tasks growing from 5% today to nearly 40% by 2035.

Waves of automation have already reshaped the global economy throughout history and the decisions we are taking today will have a crucial role in shaping the world we will be living in tomorrow. Each wave led to a decline of certain jobs and an emergence of new ones, increasing every time the creation of economic value and life standards in the involved society. The pace of technological evolution grows exponentially and as economist Martin Weitzman once stated - "the long-term growth of an advanced economy is dominated by the behaviour of technical progress".

The International Federation of Robotics shows South Korea, Singapore and Germany to be the three most robotized countries in the World in 2017, and even concludes a correlation with their very low unemployment rate. Companies in these countries are investing a lot of money in research & development and take an innovation perspective towards work because they believe automation and robotization are fundamental to the future. As a response to the need for specialists in understanding and developing the latest technologies, a new generation of jobs is developing in fields such as AI, machine learning and big data. The development of new technologies has a direct impact on workplace digitalization and automation. Workplace

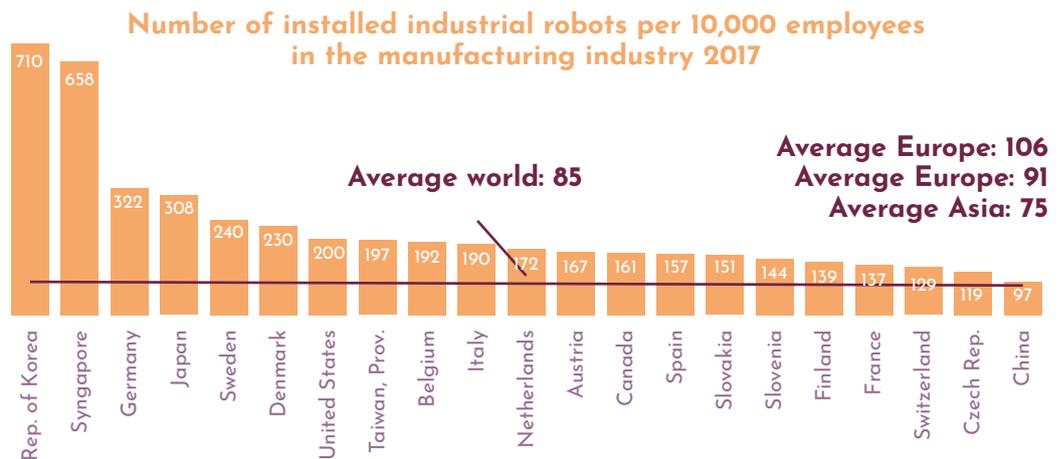
## scenarios OF a man-machine RELATIONSHIP

In the modern workplace, people already work together with machines for such purposes as data processing, the performance of highly technical and precise tasks, as well as support in manual or physical activities. While many see advances in automation to result in the replacement of human workforce, the World Economic Forum suggests that businesses will use manual task automation as a complement to enhance human work and give them the opportunity to reach their full potential. In fact, most of the possibilities for task automation are found at the level of specific tasks and not of the whole job, and if two thirds of today's jobs have 30% automatable duties, only one fourth of them have more than 70%. From a mechanical part of the production chain, machines are becoming real team members. Collaborative robots (or cobots) are a perfect example of workplace automation; designed to work alongside men, they free them from routinized, repetitive and physically tedious tasks. Highly intelligent robots are used in companies to hand off parts and materials or to copy, register and learn the worker's movements until being able to repeat it autonomously.

**Surprise me**  
**On October 25, 2017,**  
**Sophia became the first**  
**robot with citizenship.**  
**She acquired Saudi**  
**Arabian citizenship.**

The time where machines are built into men has not yet arrived in the workplace, but the next decades will certainly see a significant increase in the use of wearable machines with the purpose to enhance strength and endurance. Overexertion, as an example, is the number one occupational disease. This is why many companies involving physical labour have been equipping their employees in factories with exoskeletons. In addition to help workers avoiding physical strain and better conserve their energy, exoskeletons will be particularly relevant to an ever aging workforce.

▼ IFR World Robotics 2



## STRENGTHS

More time to spend on strategic tasks, lighter working days, jobs become more meaningful, more savings due to less workforce to pay, increasing importance of trainings of employees.

## Weaknesses

Less human interaction at the workplace, workplace transformation takes a lot of time, mentalities not always ready for change, big investment for the company (of resources and money).

## OPPORTUNITIES

Rethinking organizations, increase in business results, increased performance of the company, attractiveness of the company for new generations of employees.

## THREATS

Loss of many jobs, consequences on the employment market, capability of companies to redeploy staff in other functions, bigger gap between social classes.

# SWOT

Man-machine merge is furthermore used in the form of augmented reality. Smart glasses amplify perception and support workers in being more precise and faster while designing or shaping in industrial environments. DHL is using such smart glasses to improve the picking process in warehouses by freeing the workers hands. Since then, DHL saw productivity increase by 25%. Similarly, GE Aviation uses smart glasses to allow mechanics to check reference manuals while they continue working. Thanks to this, efficiency improved by 8 to 12%.

Researches in the medical sector allowed the development of highly technical humanoid prosthesis for people with physical disabilities. Chips might be implanted under the skin to communicate with computers without having to touch them. The electrical connection of the chip to the brain and nerves would allow the person to see his hand on the computer monitor and to biologically and neurologically feel sensations again. This lets us imagine an extended use of similar devices in the workplace as a new way to enhance employees' efficiency at work, the same way exoskeletons do.

This perspective of workplace evolution also lets us imagine a transformation of labour topics. It is highly probable that, the same way exoskeletons are being used for physical work involving the whole body, other such kinds of devices will be developed to enhance physical work involving more specific body parts. We could therefore imagine a possible decrease of the unemployment rate among people with physical disabilities.

*The best way to predict the future is to create it.*

Mahatma Gandhi

In his conviction of the need for a man-machine merge, Elon Musk co-founded the startup Neuralink in the development of high-bandwidth brain-machine interfaces. The ongoing project has the purpose of exploiting the capacity of computers to communicate at trillions of bits per second, giving humans the opportunity to access information quicker. As example for comparison, the human brain can process information at 10 bits per second. Projects such as Neuralink's would eventually bring people to become more educated and productive in thinking and in general brain activity.

These scenarios are just a sample of what the future of technology will provide to humans, a future where machines strength and human capabilities don't need compromises and will not just work together, but rather collaborate on a level that will make it difficult to distinguish them as two separate entities. Only some of these technologies are entering the market now and so many more have not been invented yet.

## CHALLENGES FOR Human Resources

The times where machines take over some jobs so far occupied by humans is already here. The Kiva robots used in Amazon warehouses are a good example: they autonomously bring shelves full of goods to the operators, which speeds up the logistic processes. At the other side of the World, a Japanese themed park is testing humanoid reception assistant robots. Also, thanks to their decreasing costs, robotic dexterity service applications are likely to reach commercialization in the next few years, being particularly interesting in the automation of very precise tasks such as within restaurant kitchens and bars.

In this other perspective of the man-machine relationship, HR and compliance have an increasing role to play. New challenges and regulations will appear in relation to many critical HR subjects. Robots helping humans to work, either in collaboration or merger, facilitate longer periods of work and decrease the number of sick leaves, which raises questions related to weight regulations, the number of cumulated worked hours and the postpone of age of retirement.

Workplace diversity will take a completely different meaning. Robots' solicitation in decision making processes where rational thinking is necessary will create discrimination issues and rivalry with human workers, whose ego will be challenged. Legislation will need to adapt to such emerging topics and strive protect the interests of human workers. This is even more true since new values are entering the workplace and are expected to grow in importance. Employees have a need for fulfillment and sense of purpose at work, the need of being treated as an individual and have the workplace adapt to him rather than otherwise. Potential employees increasing interest for good CSR practices makes candidates a lot more careful than before when it comes to choose a company to work for. These expectations from the employees of today are going to grow in the future and appear to be incompatible with the rise of a new kind of more powerful, more rational, less sick, less expensive workforce that are robots. In their endeavors for business maximisation, employers tend to invest in the most performance employees, and therefore future robots.

In preparation to the increase of machines-as-colleagues situations, companies are already coming up with robot workforce management models that could help deal with the workplace transformation. Machines will be developed to resemble humans in socialization skills and behaviours, exactly because psychological research shows a better acceptance of robots from humans when designed in a humanoid way. Besides, human beings are seven times more likely to forgive a mistake from a human than of a robot. So if robots have to take over humans for manual and decisional tasks, they must prove their "trustworthiness". This raises questions about robots' accountability at work. Who is responsible for

robots? Can they be liable for their actions? Should robots have the status of workers or be considered as just machines? To these follow other questions such as sharing the workload or the decision making.

Human Resources will have a core role in understanding these changes and reshaping the workplace as robots will be considerably increasing in the next years, spanning all kinds of sectors and companies. New kinds of colleagues also mean a new framework in the workplace and new laws. Robots will be integrated in the company's culture and goals. Man-Machine Teaming Managers will be responsible for this by designing new ways to technologically upgrade tasks, processes and experiences and creating new ways of how workers and machines

**34%**  
of the industrial robots sold by 2025 will be collaborative. By regions, the average robot density in Europe is 99 units, in the Americas 84 and in Asia 63 units.  
International Federation of Robotics, 2017

## THE HUMAN INCOMPARABLE ADVANTAGE

While first tedious then generally physical jobs are taken over by machines, there are abilities that robots are not yet able to reach. Human workforce will be mobilized for more complex tasks such as monitoring the machines, and roles involving a high degree of soft skills such as interpersonal relations, creativity and pedagogy are expected to grow. So, robots tend to carry out the task more efficiently than a human would and human workers will then be able to concentrate on more human skills. From an HR perspective, this makes employees' trainings of specific soft skills even more important for the organization. In this perspective, training of employees and of future generations will be crucial.

Microsoft's CEO Satya Nadella believes that empathy will be the quality number one for the manager in the 21<sup>st</sup> century. At the same time, Rainer Strack, Managing Director at Boston Consulting Group, sustains that by 2030 the world will be plunged into a global employment crisis involving huge skill gaps and worldwide labour shortages. The trick is not to spend time thinking to whom work belongs, if to the humans or the machines, it is about how to use robotization at its best in the frame of humanity's development and how to embed it in the organization in the best way. The merge of both intelligences will bring unimaginable results and they both definitely will be more impactful together rather than separated. This is why robots must be considered as a complement of human workforce and not as a job stealer. No matter how the workplace evolves in the future, the human will always be at the center of it.

can work alongside each other effectively. The challenge will be of identifying the unique capabilities of humans, and train them to focus on the development of these specific skills, as well as of machines, without forgetting the overlapping man-machine skills. This, in order to best re-organize the workplace and make the best out of the inevitable man-machine partnership without forgetting the human.

## Market examples

### #1\_ O<sub>2</sub>

During the period from 2012-2015, O<sub>2</sub> in the UK has replaced 150 workers with a single piece of automated software. O<sub>2</sub>'s customer service is now automatic: sim swaps, porting mobile numbers, migrating from prepaid onto a contract, unlocking a phone from O<sub>2</sub>.

### #2\_ AIRBUS

Airbus wanted to help its operators to reduce the complexity and duration of the assembly of cabin seats. Accenture and Airbus worked together to develop the application "wearable": smart glasses increasing the precision and reducing the complexity and the time needed for cabin plane designs

## Executive Recommendations

Identify the positions that can/will be first automated

Automation also implies the creation of new jobs: robots and softwares need to be managed and taken care of by someone

Invest in robots/automation: these technologies make employees able to concentrate on more interesting tasks and will free them a lot of time

Invest time and resources to train people to new skills: both technical in order to manage the robots/softwares and soft skills

Basic jobs will become more technical and managerial jobs will be rethought to focus more on specific human skills

Elena POZZI - People Operations Manager

[LinkedIn profile](#)

**Watch her** A short video by the author of the chapter presenting the essence of this trend.

### Sources

- > Croman, J. (2018). *Merging AI and human minds could make the workforce smarter*. VentureBeat, [link](#)
- > Dillenseger, C. (2019). *Le DRH, super-héros de l'entreprise du futur*. Focus RH, [link](#)
- > Evans, N.D. (2015). *Instrumenting the human and socializing the machine: The convergence of human-machine work processes*. CIO, [link](#)
- > Flick, B.R. (2015). *21st Century Robotics and the Impact on HR Management*. Glocal Thinking, [link](#)
- > Glaser, A. (2017). *The industrial robotics market will nearly triple in less than 10 years*, [link](#)
- > Harris, K., Kimson, A. and Schwedel, A. (2018). *Labor 2030: The collision of demographics, automation and inequality*. Bain & Company, [link](#)
- > Haworth, J., Berriman, R., and Goel, S. (2018). *Will robots really steal our jobs? An international analysis of the potential long term impact of automation*. PricewaterhouseCoopers, [link](#)
- > International Federation of Robotics (2017). *Robot Density Rises Globally, news release*. International Federation of Robotics.
- > Prabhakar, D. A. (2017). *The merging of humans and machines is happening now*. Wired, [link](#)
- > Schatsky D, Kumar N. (2018). *Workforce superpowers: wearables are augmenting employees' abilities*. Deloitte Insights, [link](#)
- > Tsuda, J., Wyatt, S., & Litzenger, G. (2018). *Welcome to the IFR Press Conference*. Tokyo: International Federation of Robotics, [link](#)
- > World Economic Forum. (2018). *The future of jobs report 2018*. Geneva: World Economic Forum.

# SLASHING

BY LISETTE saavedra



## What is the trend? What impact on people management?

This expression refers to the slash, the slanted bar that separates several ideas or expresses the “and”. It is simply an Anglo-Saxon term that refers to the fact of working in several jobs at the same time, by choice. In the last ten years or so, slash careers have been on the rise, and many motivated millennials have realized that they can, indeed, have it all: A full-time “day job” they enjoy as well as a creative endeavor that brings them additional revenue.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

Employees from sectors such as construction (11%), personal services (11%), or commerce and hotels (11%), are the most multi-employed. 39% of those under 30 years of age wish to combine two remunerated activities, compared to 30% of those aged 30/39 and only 22% of those aged 50/59. (Marpinard, 2019)

## WHAT IS SLASHING?

A slasher or slashing is a very modern concept. This expression refers to the slash, the slanted bar that separates several ideas or expresses the “and”. It is simply an Anglo-Saxon term that refers to the fact of working in several jobs at the same time, by choice (Paquet, 2017). As said on The Guardian, “a slasher is not just a type of horror film: since the recession it emerged as a term for the fastest increasing segment of workers in both the UK and the US, the portfolio careerist”. In the last ten years or so, slash careers have been on the rise, and many motivated millennials have realized that they can, indeed, have it all: A full-time “day job” they enjoy as well as a creative endeavor that brings them additional revenue (Vanderbloemen, 2016). According to Thierry Bobineau, marketing director at Horoquartz, “there are two distinct populations among slashers: those who suffer from the situation of multi-jobs and those who do so by choice”

*This is the reality of tomorrow's professional world. Companies will need to start recruiting multi-tasking profiles.*

Marielle Barbe, Slasher

## WHAT IS THE IMPACT OF SLASHING?

In a difficult economic context, even with a higher education, it has become difficult to find a job that meets expectations. Young graduates very often find themselves accepting positions that do not correspond to their level of skills and by necessity they are bored and do not develop. Hopeless, the young talents will then seek in other more exciting activities in parallel with their permanent contracts, for which they will be their own boss, thanks in particular to the status of auto-entrepreneur. Most of the time, it is a search for personal fulfillment, which nowadays takes precedence over salary. That is the reason why slashers do not hesitate to accept a “small” salary if it is to do what they love while being free (Paquet, 2017).

Slashing thus embodies a very modern consideration: the refusal of choice. Rather than opposing professions, slashers superimpose them: financial director by day/ DJ by night, commercial manager/ freelancer, lawyer/ yoga teacher, so, why choose a single profession when you can practice several? The impact of this new trend is so big that according to the OECD, young people under 30 will undertake 14 different lines of work in the span of their lifetimes. Moreover, exclusive RH said that employees from sectors such as construction (11%), personal services (11%), or commerce and hotels (11%), are the most multi-employed and in addition, 39% of those under 30 years of age wish to combine two remunerated activities, compared to 30% of those aged 30/39 and only 22% of those aged 50/59. (Marpinard, 2019)

## SLASHING CASES

Marielle Barbe, Slasher and author of the book Profession Slasheur says, “this is the reality of tomorrow's professional world. Companies will need to start recruiting multi-tasking profiles”. In 2015, she felt uncomfortable as a woman who thought was capable of anything but had absolutely no self-confidence and when people asked her what she did for a living, she never knew what to reply. After reading an article about slashing, she was able to give herself a title, a slasher, and it became her mantra. Today, she divides her time as a consultant/ coach/ trainer/ author, is in her forties and defines herself as a “fully-fledged slasher”.

This is not only something that individuals are doing, companies such as Danone are open to give it a try. This company wanted to have local perspective of Employer Branding in a global team. The organization decided that one employee will have the role of Global Employer Branding Manager 4 days per week in Paris and the role of Local Employer Branding Manager in the Netherlands 1 day per week. They argue that this employee is very happy and motivated because this is a step in her career that allows her to see the path she would like to follow: strategy or operations.

## WHAT ARE THE ADVANTAGES OR DISADVANTAGES OF SLASHING?

Slashing could open the doors to people that is looking for a non-routine, and to governments with high unemployment rates. Slashers take note of the scarcity of stable jobs and turn their situation into a creative solution. This situation could help people get out of economic crisis by providing income, which will decrease the unemployment rates. Besides that, slashing is a way to improve or gain skills. People can work on their professional development as the activities they are carrying out are very diverse and they can get knowledge of different subjects, making them more valuable in the employment market, as nowadays having a versatile profile is competitive advantage due to the seek of agility in companies.

According to Vanderbloemen, many traditional employers may have a negative reaction to slash careers. They'd assume that an employee won't be as invested in their work if they only consider it a “day job.” They'd think that someone who has passions in other areas wouldn't be as valuable an employee. Moreover, combining youth with a wide skill base leads many recruiters to believe that this implies that the skills are not very deeply ingrained, giving the impression that slashers know a little bit of everything but not a lot of something specific.

### Suprise me

14 is the number of jobs that under 30's will undertake in their lifetimes according to OECD

Amaré, 2018

## STRENGTHS

Multiple sources of income: if slashers lose a job it doesn't matter, they still have five more. No more stereotypical career paths, feel a real professional and personal satisfaction. To be able to vary activities gives them greater freedom and independence.

## Weaknesses

Legal restrictions in social security standards, working time standards and dismissal standards. Time management: slashers might not find free time, or slashers could mix their responsibilities and end up working on one job task while they should be working on the other.

## OPPORTUNITIES

Create Job Opportunities: Slashers take note of the scarcity of stable jobs and turn their situation into a creative solution. Professional Development: if the activities slashers carry out are very different, they have knowledge of different subjects.

## THREATS

Combining youth with a wide skill base leads many recruiters to believe that this implies that the skills are not very deeply ingrained. Some jobs aren't exactly soul-fulfilling dream jobs on which to build a career.

# SWOT

**However, for him, they'd be wrong. Over a third of his team at Vanderbloemen Search Group is made up of millennials with slash careers and he considers them as his most valuable asset due to 4 reasons.**

### 1\_ They are motivated and take initiative

If the employee has a parallel activity, it means that they are passionate, hardworking and motivated person. This kind of individual arrives home and continues to work on the parallel activity and this type of character is often transferred to every job they do.

### 2\_ They have a diverse skill-se

They bring a variety of perspectives to the table, being able to always think outside the box. Also, they can wear many hats, have diverse skills, and are often great problem-solvers. These are skills needed by companies looking for agility.

### 3\_ They are creatively fulfilled

They do not feel frustrated and miserable while working wishing they had pursued something else because they are doing it.

### 4\_ Their creativity spills out into your company

When someone is creative outside of the job, he/she will be also creative in all their work in the company. Creativity is extremely important in nowadays companies where brainstorming, innovation, improvement, and problem solving are huge priorities.

The view of Vanderbloemen regarding slashers is very positive; nevertheless, there are some aspects of this trend that need to be addressed as there are always two sides of the coin. Firstly, some slasher jobs are not exactly soul-fulfilling dream jobs on which to build a career. The majority of slashers are millennials how are working as Uber drivers, waiters, nannies, etc., which could be considered temporary jobs, but not soul-fulfilling jobs. This could be something that people with more experience and/or economic stability can afford to do so, but to live from what you love to do is more difficult than it looks.

Apart from this, as stated in The Guardian, "...recruiters are often disapproving of individuals who have worked multiple jobs simultaneously, while some are even disbelieving. One recruiter recently said to a slasher client that, "there is no way someone your age could have this wide a variety of skills'...". Unfortunately, many recruiters believe that the combination of young age with a wide skill base implies that the skills are not very deeply rooted (Lurie, 2011).

Furthermore, time management could be an issue that sooner or later might arrive, as slashers might not find free time, or they could mix their responsibilities and end up working on one job task while they should be working on the other. This could be an issue for any manager, as they couldn't be able to control what the employee is doing, and will let them to start doing micromanaging. Likewise, as this method of work is something new, legal restrictions in social security standards, working time standards and dismissal standards need to be created to regulate this way of working. Hopefully in the near future, governments will consider slashing as a serious work practice that needs to be regulated to protect the employee and the employer.

## Recommendations

After doing the analysis of all the information, it could be recommended to companies and managers to be more open-minded to value the slashers because they could be more motivated and can take more initiative than employees that continue using the known way of work; they can have diverse skills that could be useful to gain agility, as they are creative, and often great problem-solvers. In order to take the most of slashers, managers should get to know their employees in a more personal level to detect their drive in life, know their network, their passion, etc. This will create another level connection with them, leading to help them find a great work-life balance, another career path, or to create succession plans.

Additionally, it is very important that managers bear in mind and respect the employees working hours. This is something that nowadays is hard to accomplish due to home office and technology that keeps everyone connected the whole time. Nevertheless, there are simple actions like booking meetings only in the mornings, which could free up time in the employees' agenda, so they can organize themselves as they prefer, because their job in the company is not the only thing they do.

Slashing is not always easy; there are some risks that future slashers need to take into consideration. From the very beginning, it is important to choose the missions carefully and above all not to overload themselves.

The first risk is indeed to accept too many things for fear of not making enough income. But slashers must not neglect the quality of their work because it is through this lever that their missions will be regularly renewed. The recommendation is to start slowly but surely. Little by little, they will find their own rhythm and their confidence will grow, which will allow them to accept more things.

Moreover the risk of procrastination is also important. It is obvious that the advantage of slashing is that they are free to work whenever they want and if they want. But slashers need to be careful not to feel so free that they forget their missions and accomplish them in a hurry at the last minute.

Last but not least, when they become a slasher, they sometimes find themselves alone, unlike an employee where they are part of a team, or at least part of a company. Therefore, isolation arrives rather quickly. For lonely people, this may suit them, but for others, it can become a worry. The best way to solve this problem is to work in co-working areas where other slashers will be present, or simply to meet another self-employed worker in a coffee shop to motivate each other (Paquet, 2017).

**39%**  
of under 30's wish  
to combine two  
remunerated activities  
*Marpinard, 2109*

## Market examples

### #1\_ DANONE, FRANCE, 2018.

The company wanted to have local perspective of Employer Branding in a global team. Danone decided that one employee will have the role of Global EB manager 4 days a week in Paris and Local EB Manager in The Netherlands 1 day a week. This employee is very happy and motivated because this is a step in her career that allows her to see if she prefers strategy or operations.

### #2\_ MARIELLE BARBE, FRANCE, 2015.

When people asked this person what she did for a living, she never knew what to reply. After reading an article about slashing, she was able to give herself a title, a slasher, and it became her mantra. Today, she divides her time as a consultant/coach/trainer/author, is in her forties and defines herself as a "fully-fledged slasher".

## Executive Recommendations

Open your mind to value the slashers, they are motivated and can take initiative, have diverse skills, are creative, and often great problem-solvers.

Get to know your employees in a more personal level to detect their drive in life, know their network, their passions, etc. You can help them find a great work-life balance.

Respect the employees working hours, their job in your company is not the only thing they do.

**Lisette SAAVEDRA** - C&B and SWP project manager

 [LinkedIn profile](#)

### sources

- > Amaré, M. (2018). *Slashing: A new generation of chameleon workers*, [link](#)
- > Lurie, D. (2011). *Graduate job seeking: The rise of the "slasher"*, The Guardian, [link](#)
- > Marpinard, S. (2019). *Le "slashing" ou comment jongler entre plusieurs métiers*. Exclusive HR, [link](#)
- > Paquet, M. (2017). *L'art de slasher ou comment cumuler plusieurs métiers*, Welcome to the jungle, [link](#)
- > Poisson, V. and Donzel, M. (2018). *What is a "slasher"?* - EVE Le Blog, [link](#)
- > Sayagh, E. (2018). *Profession slasheur: cumuler les jobs, un métier d'avenir*, de Marielle Barbe, Welcome to the jungle, [link](#)
- > Vanderbloemen, W. (2016). *Why You Should Hire People With "Slash Careers"*. Forbes, [link](#)

# (wearable) TECH

BY SOPHIE SALMON



## What is the trend? What impact on people management?

An intrinsic part of the Internet of Things (IoT), Wearable Technology refers to the use of smart electronic devices that can be worn on the body, either as an accessory/implant or as part of material used in clothing. Its key feature is its ability to connect to the Internet, allowing the devices to collect, analyze and share information about the wearer and the people with whom they interact. In the last two decades, there has been an unprecedented increase in the usage of wearable technology. The wearables market overall is still dominated by health and fitness trackers and by smartwatches.

The trend is turning into a powerful HR tool. From promoting a healthy lifestyle to enhancing workplace safety, there is a lot of potential for companies, as long as they keep a clear implementation strategy and a focus on personal privacy. Today is the very beginnings of a revolution in innovative wearable tech products.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

In the last two decades, parallel to the growth of mobile networks, there has been an unprecedented increase in the usage of wearable technology. Most notably, the growth of wearable technology devices tailored for the health and fitness market is skyrocketing. The first big waves of wearable technology on the market were fitness activity trackers, followed by smartwatches linked to mobile applications. The gaming industry was also quick to catch up with the wearable technology trend, launching virtual reality and augmented reality headsets. In a highly competitive industry, what reaches the marketplace is yet most of the time unfinished version of software that are in a perpetual state of beta testing und updating. According to a 2018 study by P&S Market Research, the wearable market is expected to generate \$48.2 billion in revenue by 2023.

## WEARABLE TECHNOLOGY: A POWERFUL HR TOOL

Technology is already increasing the workers' physical and perceptual abilities. A new generation of wearable technologies is now enhancing workers' effectiveness and productivity, while contributing to a safer environment. As the market for wearables keeps on evolving, business applications for wearables are also growing bigger (workplace security, employee time management, real-time employee communication...). From promoting a healthy lifestyle to enhancing workplace safety, there is a lot of potential for companies. By 2020, over 75 million wearables will have entered offices worldwide (PwC, 2016).

It is believed that almost 2 million employees worldwide are already required to wear health-and-fitness trackers as a condition of employment (ABlresearch, 2016). Wearable devices such as Fitbit, Nike+ or FuelBand that record information on health, fitness activities, quality of sleep, level of fatigue, location, are now parts of some companies' wellbeing programs. Corporate managers may now behave like sport coaches. Having access to a dashboard of employees' performance trajectories, as well as their fatigue and sleep levels, they will be able to pick the fittest employees to conduct important business meetings, presentations, or negotiations.

*I think the key area of wearables is understanding, getting control of the networks, and also what you're doing on some of these mobile devices where the wearables are going to interface.*

Stephen Brown, Director of product management at IT management provider LANDesk

Employees using wearables at work became 8.5% more productive and 3.5% more satisfied with their jobs (Barth, 2013). One third believe that these devices have helped their career development, and most of the wearables users now feel smarter, more self-confident and in control of their lives.

**Robotics, automation, and data-driven technologies are changing the way of working, relieving the workers from physical, low-added value work and enhancing cognitive work, while improving safety in the workplace. Thanks to the use of wearable technology, a new generation of tech-augmented human workers is emerging, with some of the following characteristics:**

**Enhanced strength** for workers wearing robotic exoskeletons. In most warehouses and construction sites, workers can either use little flexible forklifts, or handle heavy loads by themselves, risking injuries and exhaustion. Robotic exoskeletons eliminate any dangerous or tedious practices on the workplace, leaving sufficient energy and motivation for the workers to enjoy their private life at their fullest.

In 2017, Audi rolled out a "Chairless Chair" exoskeleton at its Ingolstadt and Neckarsulm plants in Germany. This lightweight (6.6 pounds), wearable device (like a piece of clothing) was created by Swiss start-up Noonee to improve a person's posture while carrying out assembly line work. It allows workers to lift heavy loads without restricting their freedom of movement. Factory employees have reported 20 to 30% less strain on back muscles, making the workplace safer for them. At the moment, only a few employees can benefit from this quite expensive exoskeleton, but it could spread across the entire workforce. Audi is not the only automaker that has implemented wearable technology (BMW, General Motors, Hyundai...).

**Enhanced knowledge** and access to information for workers using wristbands or heads-up displays. Workers wearing smart glasses with earbuds and microphones can get step-by-step directions or individualized assistance right in front of their eyes, while performing their tasks and looking at different things. Augmented reality displays information within a live view of the direct environment. A former very specialized, expensive technology, it is now widely available (e.g. Microsoft's HoloLens).

In 2018, Amazon created wristbands which track the location of every product the worker handles while vibrating on occasion to guide their movements. Still at a patent stage, the system could simplify the current warehouse workflows.

**Enhanced safety** for workers in hazardous manufacturing environments involving heavy equipment or corrosive chemicals. To avoid any risk on human health, workers can be equipped with wearable sensors tracking for instance pulse rate, body temperature or chemical exposure.

This system has successfully been implemented to increase professional drivers' safety and contribute to overall road safety. Some truck drivers now wear the Maven Co-Pilot, a hands-free headset that detects fatigue symptoms, like head-bobbing movements. It also ensures that drivers check their rear-view mirrors regularly and reminds them to take scheduled breaks.

The advent of wearable technologies occurs in a context of rapid technological change and important change in the workforce. Indeed, in most of the developed economies, workforce is ageing, employers have to deal with skills shortage, remote working is spreading out, and workplace safety becomes first priority. By supporting workers and embodying skills and abilities they may lack, wearable devices expand the labor pool available to employers while reducing the time required to train workers for new tasks.

## STRENGTHS

Win-Win situation for employers and employee. Constant improvement of the wearables (smaller and smarter), which drives adoption rates. Wearable tech help capture valuable employee data impacting healthcare costs and engagement programs. It helps monitoring vital signs and functions from the body uncovering hidden illness, enabling employees to promptly address any underlying diseases. Thanks to regular updates, employees are continually motivated to pursue a physically active and healthy work-life.

## Weaknesses

Cost barrier (yet it keeps decreasing!) / Some features still need to be improved (ubiquity with smaller, longer lasting batteries / accuracy / ease of use / comfort / design) / Wearables have to be supported by a sound data collection software and reliable analytics.

## OPPORTUNITIES

As the market for wearables keeps on evolving, business applications for wearables will also grow bigger (workplace security, employee time management, real-time employee communication...).

## THREATS

Privacy challenges! How can we process the sensitive data that may reveal the user's health conditions (number of footsteps, hours of sleep, location data...)? Robust policies and procedures have to be implemented to make sure it will not be used against them in an unfair or discriminatory manner.

# SWOT

## THE BEGINNING OF a revolution In innovative wearable tech PRODUCTS

However, there are important negative and potentially dangerous social consequences of using this kind of technology. History offers a word of warning.

The monitoring of workers' health outside the workplace had once being implemented by Ford in the early 20th century. Thanks to the introduction of its first assembly line in 1913, Ford had seen its productivity levels exploding. However, new pace of work was so challenging and exhausting that turnover within the plant became problematic. To fix this issue, Ford doubled the daily wages in 1914, and added a new condition to the employment: workers should adopt a healthy and moral lifestyle. The company set up a sociology department which conducted investigations on the workers, their families and neighbors to make sure that their living conditions and lifestyles were in compliance with Ford's standards. The department was finally shut down in the early 1920s, mainly due to its high operating costs and to the growing employee resistance to unexpected home visits by inspectors, increasingly seen as too intrusive into their private lives.

Wearable technology, however, does not suffer from similar disadvantages. Its cost keeps decreasing, and it is far less obviously intrusive than company inspectors surprisingly visiting your home. Today, employee resistance to wearable technology seems to be relatively low. The idea of being tracked has mostly gone unchallenged. However, the rise of wearable technology to monitor employees is really worrying

and raises a range of concerns. We might be entering an area of digital paternalism that sees the erosion of human autonomy...

Surveillance and monitoring can now be continuous and all-encompassing. With the dramatically increasing flow and movement of data, crucial questions around consent and privacy have emerged. Most people remain unaware of how their personal data are processed and who gets access to them. Who has the ownership over the data collected?

Wearable devices are not limited to the workplace anymore. Increasingly intrusive, some of them even become an integral part of the human body. People might be treated as machines whose productivity needs to be maximized at any cost. In a context of "great doubling" of the global labor force (Freeman, 2007), competition between workers around the world is increasingly fierce, resulting in a deterioration of working and employment conditions, the growth of informal and precarious labor, and the intensification of exploitation.

By providing the employer some critical information about the employees' physical shape or level of stress, right to equal employment opportunities and promotion might be threatened. Data collected from wearable devices might also be combined and analyzed to identify negative behaviors linked to some characteristics such as belonging to a specific social group, thus increasing the potential for stigmatization.

# 8.5%

more productivity and 3.5% more satisfaction in employees can be brought by wearables at work

Rackspace, 2014

By 2020, over 75 million wearables will have entered offices worldwide

PwC, 2016



## Market examples

### #1\_ AUDI

In 2017, Audi rolled out a “Chairless Chair” exoskeleton at its Ingolstadt and Neckarsulm plants in Germany. This lightweight (6.6 pounds), wearable device (like a piece of clothing) was created by Swiss start-up Noonee to improve a person’s posture while carrying out assembly line work. It allows workers to lift heavy loads without restricting their freedom of movement. Factory employees have reported 20 to 30% less strain on back muscles, making the workplace safer for them. At the moment, only a few employees can benefit from this quite expensive exoskeleton, but it could spread across the entire workforce. Audi is not the only automaker that has implemented wearable technology (BMW, General Motors, Hyundai...).

### #2\_ AMAZON

In 2018, Amazon created wristbands which track the location of every product the worker handles while vibrating on occasion to guide their movements. The system could simplify the current warehouse workflows. It is only a patent and has not been implemented yet, but it has already raised concerns about workplace surveillance and could further strain the company’s relationships with workers. Making use of any collected biometric data to take employment decisions could also violate the applicable legislation.

## Executive Recommendations

Step back and analyze what data the company needs and why. This is a legal and moral requirement.

Ensure security and dedicated back-end support for wearable devices. Help employees understand any security risks and ensure that the company agrees with all the provider’s terms of service. Any breach would severely reduce employee trust and morale and would put the company at risk.

Have a clear strategy to make sure employees will adopt the wearable devices. Make use optional and try to be as transparent as possible about how data will be collected and used. Pay attention to the right to disconnect. Employees need to be able to draw a clear boundary between their work and their lives.

**Sophie SALMON** - Strategy Consultant

 [LinkedIn profile](#)

**[Watch here](#) a short video by the author of the chapter presenting the essence of this trend.**

---

### sources

- > ABI research for visionaries (2016). *Wearables in the Workforce: Enterprise Device Shipments Will Surge to Reach 154 Million by 2021*, [link](#)
- > Audi MediaCenter (2017). *Audi production: working without backache with the exoskeleton*, [link](#)
- > Barth, J. (2013). *The Human Cloud: Wearable Technology from Novelty to Production*, [link](#)
- > Convene (2017). *Wearable Technology in the Workplace*, [link](#)
- > Freeman R. (2007). *The Great Doubling: The Challenge of the New Global Labor Market*. Chapter 4. In: *Ending Poverty In America: How to Restore the American Dream*. NY: The New Press
- > Hayes S. (2015). *Industrial Automation and Stress*. Chapter 5. In: *Stress in Post-War Britain, 1945-1985*. NY: Routledge
- > Holmes, N. (2016). *Wearable Technology Within the Workplace*, [link](#)
- > IoT.Business.News (2013). *Beecham Research And Wearable Technologies Group Launch New Report On Wearable Tech Market*, [link](#)
- > PwC (2016). *The Wearable Life 2.0*, [link](#)
- > P&S Intelligence (2018). *Wearable Fitness Trackers Market to Reach \$48.2 Billion by 2023*, [link](#)

# user PROFILING

BY marine savage



## What is the trend? What impact on people management?

Profiling is the process of collecting information about someone from their behavior on the Internet in the aim of better anticipating their future move. In terms of HR management, this helps the company knowing better their employees as well as their future employees. Typically, collecting data from social networks about a candidate is employee profiling. It can help the employer making sure that the applicant has a life that is compliant with the culture and value of the company. Similarly, employee profiling helps companies forecasting which part of their population is the most likely to leave the company. It helps them working on their retention programs or anticipating upcoming turnover. Even if employee profiling may have very practical impact, it blurs the border between professional and private image, which is questionable.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

# DEFINITION AND APPLICATIONS

User profiling is the action of collecting and analysing data about a user in order to understand the profile of a user or of a group of users. User profiles help forecasting the (purchasing) behaviour, preferences and expectations of the market. They are typically used in marketing because it helps companies understanding better their market, adapting their advertising campaigns to their targets and anticipating the purchase behaviours of their prospects. One of the aims of user profiling is to know better users and to send them more personalized messages. The ultimate aim of user profiling is to understand better how groups of users (market segments) work and how to answer their needs and communicate with them to make them feel new needs.

In other words, using profiling is a tool that helps business anticipating better the behaviours of their target, and make their strategic decisions more rationally.

This concept has been declined in the field of Human Resources management through methods of employee profiling. The idea is to create the profile of current employees, new hires and even of candidates thanks to data available inside and outside the company to guide human resources professionals through all human resources processes. Indeed, from an HR marketing perspective, using potential candidate profiling is a way to improve employer branding strategy. Moving forward, using the profile of a candidate may help assessing the chances that this candidate will share the values of the company, and will be comfortable with the management style used there. Additionally, using employee profiling can be a way to design more adapted training and development plans, not only for individuals, but also for groups.

Most of employee profiles are actually based on personality profiles which is a tool used to provide an evaluation of an employee's personal attributes, values and life skills in an effort to maximize his or her job performance and contribution to the company. Questions in a personality profile test, which can be taken traditionally or online, are designed to seek out information about an employee's temperament, decision-making methods, communication style and general attitude towards work and recreation. The information is used to match the right employee to the right project or task, especially when group work is involved. Currently personality tests not using digital data already exist. For instance, the MBTI test or the PAPI test enable to anticipate better respectively the behaviour and the preferences of a candidate or a current employee. But data trusted to come to the results of these tests are entered by the employee at a single moment and may not be so objective. Digital employee profiling could enable to complete these types of test based on a much wider data mining and making these tests even more accurate and relevant. We would go from data entered at a single moment by the employee to a situation where data is continuously collected from various sources to create the employee profile.

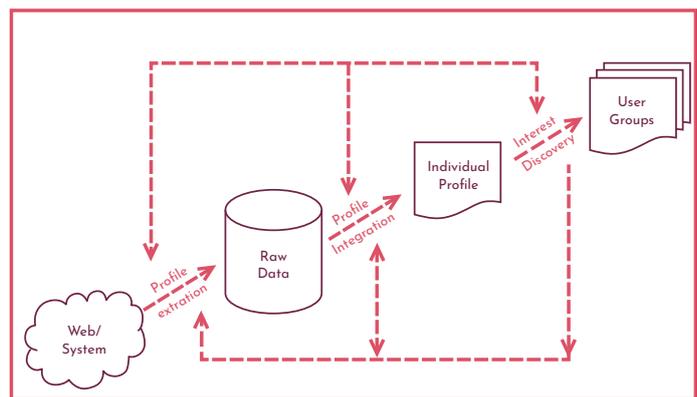
As the aim of profiling is to identify group dynamics, machine learning and the ability to identify repetitive patterns make user profiling analysis grow exponentially in time. User and employee profiling is an important topic for the future of our economic environment as it relies on a technology that is getting more and more sophisticated and businesses are increasingly aware of the benefits they could get from using profiling. However, the origin of data used, the lack of transparency of the process and the impact it can have on profiled individuals rise an ethical concern.

**Surprise me**  
Data may be collected in an explicit or implicit way. *Smart Media Institute*  
New positions will appear: **Head of Business Behaviour or Chief Ethical and Humane Use officer.**

# HOW DOES IT WORK?

As we can see in the graph below, the process of user profiling has three different steps. The first step consists in extracting raw data from the web, mobile applications, software or any other sources of data. For instance, when our geolocation is active in our smartphone, it creates an extraction of raw data; the raw information being "This user is at this place". Then, in a second step, this raw data is integrated and analysed to create the individual profile of a user. For instance, analysing that a person is often localized at CIFFOP and in a Starbuck may lead to the conclusion that this person is a student in HR who loves coffee. Consequently, this person may see more coffee-oriented ads from their connected devices. In a third step, specialists of user profiling analyse groups of individual profiles to understand better the behaviours of groups of users. For instance, it can be discovered that among the students in HR who love coffee, most of them created an account to access the mobile applications of low-cost airlines, and that they are often checking the prices for intra Europe trips. This may lead to the conclusion that HR students who love coffee like traveling in Europe for cheap. This is a precious information for Starbucks because it may mean that Starbucks stores located in the sections of airports dedicated to regional low-cost flights will have clients and that there is a market opportunity for them here.

This graph is extracted from Kanoje et al. (2014). ▼



# WHERE DOES DATA COME FROM?

## 1. DATA COLLECTION TECHNIQUES

Three main approaches of data collection are currently in use. The first one is explicit data profiling. Explicit profiling means asking the user direct questions about their preferences, usually in the form of an item rating. In this type of user profiling, users are aware that their profile is being created. They enter information themselves by filling a form or a survey. They may see their profiles. This is also referred to as static profiling or factual profiling. The LinkedIn profile can be an example of explicit data profiling. Uber after trip survey is also an example of explicit data profiling. However, users may choose to keep some pieces of information undisclosed and profile analysts are aware that a profile made only of explicit data is not fully objective and accurate. Also, the creation of such profiles requires that users take time to fill in information, to complete surveys, etc. which limits the amount of data available, as well as the update of user profile in time when their preferences change.

## STRENGTHS

It is a good tool to make more rational strategic decisions. Today strategic decisions are semi rational because many elements are not under control. Such tool of people observation and analysis will enable to improve decision making. It is also a way to answer better the needs of a target by anticipating their preferences.

## Weaknesses

Data available on a person may reflect a wrong personality, it is not an absolute science. It would be wrong to rely only on profiling to judge a person. Profiling cannot be the only tool to analyse a person and this is even more true for the employer/employee relationship.

## OPPORTUNITIES

New market: clients are interested in this service, and it opens career opportunities for people mastering data. Data is becoming the new gold. Opportunities are exponential because Artificial Intelligence (AI) is making profiling more and more precise every day.

## THREATS

There is a strong ethical concern. User profilers need to set limits to make sure the way they collect and use data is ethical. Worse practices may have an impact on the image of the companies and be sanctioned by the market. Laws may also regulate in the future and limit what data use some current practices may have to be stopped in the future.

# SWOT

This is the reason why user profilers needed to find a way to collect data continuously in time and without soliciting the user, which leads us to the second approach of data collection and profile creation: implicit user profiling. Instead of concentrating on the current information we have about the user this approach relies more on what we have known about user in the past. Systems tries to learn more about the user by consolidating data entered previously or provided through digital and network usages. Different types of filtering techniques are also used in such profiling. This technique has the advantage to have more chances to be objective because it builds the profile of the user on the analysis of various behaviours on digital interfaces and networks. Profiles are based on a continuous behaviour as opposed to a one-time data entering by the user. However, this technique does not take into account the non-digital behaviours of the profiled users. It also rises ethical issues because users are not aware that they are being profiled and have limited occasion to control the content of their profile.

***The technology around profiling is advancing way faster than our ability to digest its implications.***

Ken Goldstein

The last approach of profiling is hybrid user profiling. This type of user profiling combines the advantages of both implicit as well as explicit user profiling. Indeed, it takes into consideration both the static characteristics about a user and also goes retrieving the behavioural information regarding a user. This approach helps profiling more efficient and maintains the accuracy of temporal information as information gets updated continuously.

## 2\_ WHO OWNS DATA AND CONTROLS THE USAGE OF PERSONAL DATA?

To collect data, companies have two options: either they use the data they collected themselves, either they buy data collected and maybe also consolidated by another company. For instance, Facebook can sell data, to advertisers to help them targeting better their advertising campaigns. This is the business model that supports most of the free applications. Data being a new form of gold, it's profitable for app owners not to charge users for using the app if users provide them with data.

However, an ethical question remains: who really owns personal data? Data used for profiling are indeed personal data as they are directly linked to an individual. Two answers are currently given on the market. On the one end, some think that personal data belongs to the individual linked to these

pieces of information. On the other hand, other think that when a company develops a system to collect data, consolidated it, analyse it to create profile from it, the data becomes their property and it is their right to use it without being transparent towards the individuals, to sell it without approval, etc. The legislation has not really regulated this question yet. The European General Data Protection Regulation does not define who owns data. It includes a duty of transparency from the companies to the users who have a right to access all data a company has on them and ask for corrections or suppression. Also, to be able to use online applications and software, users have to accept very long and unclear conditions that they don't read, and these conditions widely extend the rights of the company in using their data. Interestingly, the GDPR enounces the duty of privacy by design which binds the companies to make sure that every new project designed sets data privacy as a priority. In their reporting, and during control, companies need to show that they did anything in their power to do business while respecting data privacy. Yet, this still leaves a lot of freedom to companies in the way they use personal data for a commercial goal.

**50%**  
of HR and recruiters in Australia use profiling but only 6.9% are aware they are profiled  
*HDR online mag*

## THE CONSEQUENCES AND THE ETHIC DEBATE

The counter utopia 1984 written by George Orwell and starring this Big Brother that is watching at citizens is the worse example of what profiling could lead us to. Indeed, profiles may be used to make decisions that will impact people's life and the implicit data collection method to create profiles means that any usage of our connected tools and Internet may lead to feeding these profiles with individuals having limited control on it. The GDPDR aims at reducing this phenomenon but de facto, we are constantly producing data that could lead us to being profiled.

The other issue of personal data is that once they are entered somewhere, they stay forever unless the individual related to this data go through the necessary process to have this data erased or updated. So old data can become undisclosed years after it was issued and damage the current projects of the individual. In HR management, employee profiling is a way to predict which employees are the most likely to be willing to leave the company in the coming months. There is a high risk that the employer invests less on the career of these people without even checking their intentions with them. This raises the question should employees have a right to privacy at work? Can we ask employers to trust a candidate only on what they say in an interview? Can employers trust their employees to use their professional computer and working time only to perform their professional duty? Tools like trial period and performance assessment could bring answers to employers without using user profiles, but they make the answer available later.

To conclude user and employee profiling is a great business opportunity because it enables to understand better a market and know better the evolution of a user almost in real time. This is the reason why data is becoming the new gold. However, it rises huge ethical concerns. First of all, the origin of data used to create profiles and the way analyses are made rise questions because individuals have no impact on the data that is used to create their profile and on the way their profiles are analysed. It means that as individuals, we have no impact on the conclusions drawn by profiling. Secondly, these conclusions can have an impact on our life and opportunities. Lastly, even if there was no impact, how would we agree to be tracked and profiled almost constantly? What does this mean for our privacy?

## EXAMPLES OF TRENDS IN HR RELATED TO EMPLOYEE PROFILING

### 1\_ NEW POSITIONS WILL APPEAR

#### Head of Business Behavior

The head of business behavior will analyze employee behavioral data such as performance data along with data gathered through personal, environmental and spatial sensors to create strategies to improve employee experience, cross company collaboration, productivity and employee well-being.

#### Chief Ethical and Humane Use Officer

This new role will focus on developing strategies to use technology in an ethical and humane way. As practical uses of Artificial Intelligence have exploded in recent years, we look for more companies to establish new jobs focusing on ethical uses of AI to ensure AI's trustworthiness, while also helping to diffuse awareness about it.

### 2\_ HIRING METHODS WILL CHANGE TO BECOME MORE SKILLS-BASED

Skill-based hiring is defined as the practice of setting specific skills and competency requirements for a job rather than rely solely on candidates' credentials like diploma. This is particularly pertinent for skills that need to be constantly updated and for which a 10-year-old diploma is obsolete. Thanks to candidate profiling, employers have more information on what candidates did before and about their current skills. For instance, if they use social media to know a candidate better, they can check on LinkedIn for which skills the person was recommended by their network. They can also know which online training the person attended recently. This enables to widen the talent pool. This is the reason why adopting a skills-based hiring approach requires educating business stakeholders, identifying benefits & barriers

of widening the talent pool, and developing a strategy for both skills-based hiring as well as educational and learning pathways to upskill a more diverse employee population. In August 2018, Glassdoor listed the companies using the most skills-based hiring. We can see that it included technology companies like Apple, but also food and tourism companies (Hilton, Starbucks), banking companies (bank of America), consulting companies (EY).

## Market examples

**#1\_ Team Media** is the advertising sales department of the newspaper Les Échos. In 2015, competition was sharp and the company's strategy was to become a leader in the digital shift to outperform. They used tools to measure their readers' interest from the articles they read online and their behavior in front of online ads. Being able to forecast the effect of an online ad thanks to data analytics and to analyze the efficiency of an add campaign on a high-purchase-power target enabled Team Media to succeed in their digitalization shift and to keep a leading position.

**#2\_ The company Talent Today** uses predictive analysis based on candidates profiling to help recruiters understanding better the soft skills of their candidates. Psychologists and data analysts gather their expertise to establish personality profiles of candidates.

## Executive Recommendations

Never separate employee profiling and ethics. Remember why you use employee profiling. It should always be to make a decision in favour of the development of the employee. Data collected cannot harm the career of employees.

Use experts able to provide sensitive analytics of data.

Always cross check your findings. Information available on the Internet and caught by a machine can have many inaccuracies. Profiling should give you intuitions to check, but not blind certitude.

Do it in a collaboration-oriented way and stick to your values. Be transparent towards profiled individuals.

Have a Data protection officer in your company to make sure that your practices are compliant with new regulations. Anticipate future regulations and use the Privacy by design values.

**Marine SAVAGE** - HR Generalist

[in LinkedIn profile](#)

A short video by the author of the chapter presenting the essence of this trend. [link](#)

#### sources

- > Bergenlind, E (2017). *Who owns your personal data under GDPR*, GPOrganizer, [link](#)
- > Bolza, M. (2016). *Employee Profiling, what are the risks*, HRD, [link](#)
- > Kanoje, S., Girase, S. and Mukhopadhyay, D. (2014). *User Profiling Trends, Techniques and Applications International Journal of Advance Foundation and Research in Computer (IJAFRC)*, 1(1), [link](#)
- > Karow, S. (2017). *Paid, Earned and Owned Data*, LinkedIn [link](#)
- > Meister, J. (2019). *Ten HR Trends In The Age Of Artificial Intelligence*, Forbes, [link](#)
- > O'Sullivan D., Smyth, B. and Wilson, D. (2003). *Explicit vs Implicit Profiling - A Case-Study in Electronic Programme Guides, Proceedings of the Eighteenth International Joint Conference on Artificial Intelligence*, Acapulco, Mexico, [link](#)
- > Rouse, M. (2009). *Personality profile*, Whats.com, [link](#)
- > Yerby, J. (2013). *Legal and ethical issues of employee monitoring*, Online Journal of Applied Knowledge Management, 1(2), [link](#)

# vuca management

BY KAROLINA-KALLIOPI STOGIDIS



## What is the trend? What impact on people management?

**VUCA (volatile, uncertain, complex and ambiguous) describes the constant change of the business environment, which is a challenge for today's business. Implementation of VUCA causes a shift in management priority from efficiency and process optimization to learning and innovation. As a result, leaders have to empower and trust their employees rather than micro-manage and measure every step of processes. Successful strategy in VUCA environment allows trials and failures, comprises of trust in genuine engagement of employees, who can make independent decisions close to the ones made in a real-time situation. Managing VUCA world through HR policy means: Allowing multiple solutions to one issue simultaneously, Empowering your workforce to try new solutions, Innovation as a culture of your business, Celebrating failures as a learning opportunity, Lifelong learning, Organizational structure that gives power throughout the team.**

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

Nowadays headlines are dominated by technologies or scandals. Every day we hear about a new discovery, about start-ups acquired by big players or image damages due to data leaks in both private or public sector. This dynamism started in the XX century and exploded to a dimension never seen before in the XXI century. In fact, we live in VUCA world and all companies should forget the old-school management style and focus on successful implementation of an adjusted management strategy.

VUCA (volatile, uncertain, complex and ambiguous) describes the constant change of the business environment, which is a challenge for today's business. The origin of the term is found in the military in the 90s to describe volatility, uncertainty, complexity and ambiguity of surrounding environment. However, according to Tovar (2016), it gained importance after the global financial crisis of 2008 and 2009. Let me define the acronym, before discussing the impacts of VUCA on current business and HRM.

Kaivo-oja and Lauraeus (2018) define volatility "V" as unpredicted pattern of change in terms of nature, speed, volume and magnitude. Practically, volatility means drastic and rapid shifts which turn our day upside down from the initial plan according to Kail (2010).

"U" stands for uncertainty describing the unpredictable future. Due to volatility of the environment forecasting based on past events is uncertain as Kaivo-oja and Lauraeus described. We tend to relate every new experience to the previous ones and try to repeat the solutions. However, the outcome of the action is uncertain in the new circumstances as Kail stated (2010) As Peter Drucker once said "The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." as we can read in Mercer's book.

"C" is described by Kaivo-oja and Lauraeus (2018) as complexity related to numerous internal and external issues impacting every problem (Kaivo-oja J., Lauraeus I, 2018). Every stakeholder has a different agenda and it is impossible to satisfy everyone while making decisions.

Finally, "A" like ambiguity is caused by globalization and diversity in today's reality. It can be interpreted as the inability to see the whole picture and as a result can lead to missed opportunities (Kail, 2010)

## CHANGES IN EUROPE - PURE VUCA WORLD

In 2015 all media covered the topic of the refugees coming to Europe. The complexity of reasoning for the crises, which were different for every immigration wave (different countries, people's backgrounds, timelines and plans for the journey) is a great example of volatility. This led to uncertainty to predict the future for both the arriving people and for the market in Europe. This moment in Europe's history had impact on many strings of the economy and society and it was very difficult for the politicians and business leaders to embrace the complexity of the situation. Some saw it as chance for the aging European society to gain young and motivated workforce, others were afraid of the cultural diversity and implications for the social welfare. As reported by Majchrzak (2016) ambiguity of this event was a topic of many discussions. Interestingly, in 2019 it is still difficult to evaluate European reaction to immigration and the influence of it on the market.

## FROM MILITARY TO BUSINESS

What does VUCA mean for business? Tovar (2016) is convinced, that a big challenge for managers is to change the mindset and consider all possibilities instead of focusing only on what you think is the most likely outcome. Business can be surprised by something unexpected in every minute and this leads to new opportunities but also threats. If business is affected, what is the response of HR?

Management should shift the priority from efficiency and process optimization to learning and innovation. Business needs leaders who rather empower and trust their employees than micro-manage and measure every task. To encounter VUCA world, companies need to adopt agile strategy and new leadership styles. It is a difficult change management process, but it is crucial for survival. HR has to update their operations. Florine Post, Employer Branding & Young Talent Manager at Danone believes, that "VUCA world will have an impact on the way we work, in consequence on who we will recruit. There won't be any jobs in the future, no typical duties, just projects and diverse tasks. It will impact talent acquisition, we won't recruit for the job, but will look for employees matching with our company culture".

Looking beyond Talent Management and Employer Branding topics, HR has a key role to play to shape the company culture on every step of the HR cycle. Abhishek and Mittal (2014) predict, that experts, who can deliver people solutions in the business context of VUCA world will be needed. This is connected also with digitalization and smart solutions for HR tools according to Tower Watson consulting.

# SUCCESSFUL STRATEGY IN VUCA WORLD

Since business is unpredictable and the situation is more complex than ever before, companies should adapt some strategies, which can boost their agility. Let's deep dive into HR trends reasoning from VUCA world, especially best practices shared by Google's management team in the book "How Google works" by Schmidt et al. (2017).

## DISTRIBUTED LEADERSHIP

My family member owns an IT start-up. However, he believes that all 50 employees are co-owners of the company, he is only the shareholder. Their ideas amaze me every time he shares updates about the company. In 2015 transparency about projects and budget was introduced. Everyone can see the deals with clients (revenue structure) and all expenses. Employees are aware of fluctuations in business but also about how much money they bring to company and can compare it to their colleagues. This risky idea brought amazing results: developers know that they are paid according to the value of their project and can compare their salaries to skills and engagement of their peers. Moreover, it is easy for everyone to assess the business priorities and focus resources on projects and clients. Making business decision has never been easier – all employees feel ownership and being aware of the big picture, the number of gossips and passive disagreement so well-known from traditional corporations has dropped. If someone disagrees with future plan, he or she speaks up before it's too late. An amazing example of democracy in workplace, isn't it?

*I believe that VUCA world will have an impact on the way we work, as a result on who we will recruit. There won't be any jobs in the future, no typical duties, just projects and diverse tasks. It will impact talent acquisition, we won't recruit for the job, employees matching with our company culture.*

Florine Post, Employer Branding Manager, Danone

## SMART CREATIVES INSTEAD OF KNOWLEDGE WORKERS

Usually big corporations have got two models of career paths: technical or managerial. Even in employees of GE, GM or IBM rotate every 2-3 years, they usually stick to their area of expertise and repeat their receipt for success the new environment. At BSH Home Appliances I observed many directors who implemented the same solutions in every new department or plant they were relocated to.

According to researchers, the knowledge worker is a perfect employee from the past. To be successful in the VUCA world, we need employees who can learn easily, find, assess and use information. Majchrzak (2016) forecasts that demanded employee will be the ones adapting easily and developing everyday not the ones who have learnt a lot by heart.

# 47%

of US jobs face potential automation over the next 20 years as described in The Guardian 2017

Google's employees are not confined to specific tasks. They shift their jobs a lot, combine technical skills with business acumen and creative flair. Google believes that role and organizational structure should not interfere with projects and ideas of their employees. Opinion of employees is valued, and they are encouraged to speak-up if they disagree with something.

Addressing learning gaps in people and teams is one of the flagships of HR Policy in Hewlett Packard (HP). Unlike many other companies, one of the leadership competencies is "people developer" and managers are expected to let their employees grow. In traditional, hierarchical organizations very often managers see their employees as competitors for career development, which in HP is a no-go.

A way to face turbulent world is to learn and adapt to the new context. Constant learning and acclimatizing should be the reality of every employee in the VUCA world.

## RISK TAKING INSTEAD OF RISK MANAGEMENT

Since Tylor and Ford introduced the idea of labor productivity the zero-waste approach has been mastered with the world-famous Toyota Management System, LEAN production and TPM strategy. Nowadays companies have to face two new facts; Firstly, to succeed they need to increase the speed of innovation development. Secondly, cost of failure is lower. According to Google small team of developers and engineers can create an outstanding product and sell it online. If it works, they become a hit like Spotify or Canva. If not, they take the experience to use it in the new development. Even offline products are cheaper to prototype thanks to 3D printers.

Since failure is less harmful and innovation requires trials (which can't be always a success), it is important to create environment where employees are encouraged to experiment.

**Ability to lead through more complexity was reported by Deloitte to be the key leadership skill (81% of respondents)**

An interesting example of tackling this issue has been shared by Merck Group, where employees learn through and accept failures. To strengthen transparency and trust culture management was asked to share their stories of learning from failure. The humility shown by leaders was incredibly powerful and had a positive effect on the employees.

Larry Page from Google once said, "Change tends to be revolutionary not evolutionary". Companies cannot repeat the same things all the time with a bit of lifting if they want to succeed in the VUCA world.

## STRENGTHS

Prepares company and employees for constant changes in the business environment. Good VUCA management ensures longevity of the company.

## OPPORTUNITIES

Implementation of agile approach and acceptance of changing circumstances can enhance the image of big corporations to be more human and less robotic (like in LEAN management).

## Weaknesses

Organizational change (up-skilling, lower hierarchy etc.) might be a cost intensive process.

## THREATS

Introduction of VUCA management is likely to be badly perceived by senior employees who have worked with long-term planning whole life. Difficult change of mindset for senior management.

# SWOT

## FLEXIBILITY IN THE WORKPLACE

A product roadmap with deadlines, milestones and acceptancy of different steering committees was about to be introduced in Google. However, the CEO did not accept this proposal saying, that such plans can decrease the productivity of the teams by introducing a forced, unnatural rhythm of work. Instead teams are encouraged to create prototypes and release products quickly, as soon as they are ready. At Google, every employee is in charge of 20 % of his working time. They can either join existing projects or create new ones. A famous outcome of this strategy is the company behind the Pokemon GO game. The creator used to work in Google and after sharing his idea to create an AR game, he was given resources to establish a new company linked to google and develop the idea. Entrepreneurial spirit and flexibility embedded in Google's culture allowed to build a new trend and whole social movement.

VUCA has an impact not only on the products and services but also on the labor market. According to Deloitte's Open Talent Economy report, open source talent is a trend gaining importance. Millennials are not interested in long-term contracts, they prefer freelancing or project-based work.

## TRANSPARENCY THROUGH TECHNOLOGY

The world is connected, and people seek for transparency whether we like it or not. We all share knowledge, news and information on social channels. On one hand it's a chance for companies to gain recognition, on the other nothing goes unnoticed. Social media had a big influence on politics in EU or Middle East, so it can also impact on companies. Any bad behavior of an employer will become public. According to B Team and Virgin Unite (2015) transparency on the labor market will increase and candidates are expected to be more selective about their career. Crowd sourcing is a solution used by growing number of companies.

## VUCA WORLD seems scary. WILL VUCA Management HELP?

It prepares company and employees for constant changes in the business environment. Good VUCA management ensures longevity of the company. Implementation of agile approach and acceptance of changing circumstances can enhance the image of big corporations to be more human and less robotic (like in LEAN management). It is a great opportunity for big players to improve and warm their image in the eyes of new generation.

However, organizational change (up-skilling, flat hierarchy etc.) might be a cost intensive process. Introduction of VUCA management is likely to be badly perceived by senior employees who have worked with long-term planning whole life. A difficult change of mindset for senior management

### Suprise me

Bill George (2017), senior fellow at Harvard Business School, former chair and CEO of Medtronic, created VUCA 2.0: Vision, Understanding, Courage, Adaptability

## I BELIEVE IN VUCA WORLD, HOW SHOULD WE EVOLVE OUR HR STRATEGY?

Invest in coaching for managers to support them in the change. It is a challenge for them to allow their employees make decisions from one day to another.

Create an internal communication platform with a strong presence of employees from all ladders of hierarchy. Inspire everyone by sharing examples and to empower employees.

Celebrate successes but also talk transparently about failures and mistakes. While doing the latter, focus on the learning opportunity.

Recruit people because they share the same values as your company. Don't recruit them for the job because in the VUCA world jobs change all the time.

Prototype many solutions, if you only listen to ideas and kill some of them without trial, you might lose an opportunity for a great deal

Create mobility solutions allowing employees drastic changes in their career

Do not over-plan. Plans never work out. Focus on delivering solutions not meeting deadlines and accomplishing milestones.

## I BELIEVE IN VUCA WORLD, HOW SHOULD I DEVELOP?

Ask questions. It is impossible to understand the complexity of every situation but the more perspective you consider, the bigger your chances for success.

Communicate clearly and ensure your intent is understood. In volatile environment make sure that you message would not be interpreted in a way, you would not like it.

Be able to adopt quickly. If something does not go according to the plan, go with the stream and look for new opportunities. Accept changes, do not panic. It is naïve to think that you found a permanent solution. Opportunities exist in complexity to be open for changes and challenges.

Help others develop. Enjoy the pleasure of seeing your colleagues and friends blossom. Moreover, in the complex environment it is always good to have a reliable network.

Learning happens every day. When you go to bed take a minute to reflect on your personal "one-learning-a-day".

## Market examples

### #1\_ MERCK GROUP

Encouraging employees to learn and accept failure was introduced. Management was asked to share examples of learning from failure. Humility shown by leaders was incredibly powerful as reported by Betof et al. (2014).

### #2\_ HP

Addressing learning gaps in people and teams. Betof et al. (2014) found that "people developer" is one of their leadership competencies So there is an expectation that managers are going to develop their people.

### #3\_ RAGNARSON

Full transparency about projects, budget and development of the company as a management tool to engage all employees and inspire them to further development. This approach keeps them aware of fluctuations on the market according to Grzegorz Kolodziejczyk, CTO.

## Executive Recommendations

Invest in coaching for managers to support them in the change. It is a challenge for them to act inclusively, forget the top-down approach and foster creativity.

Create an internal communication platform with a strong presence of employees from all ladders of hierarchy. Inspire everyone by sharing examples and to empower employees.

Celebrate successes but also talk transparently about failures and mistakes. While doing the latter, focus on the learning opportunity.

Recruit people because they share the same values as your company. Don't recruit them for the job because in the VUCA world jobs change all the time.

**Karolina-Kalliopi STOGIDIS** - Employer Branding Consultant

 [LinkedIn profile](#)

### sources

- > Abhishek. (2014). *An Agile HR Function for the VUCA World*, [link](#)
- > B Team and Virgin Unite (2015), *New ways of working*, [link](#)
- > Kaivo-oja, J. and Lauraeus, I. (2018). *The VUCA approach as a solution concept to corporate foresight challenges and global technological disruption*, *Foresight*, Vol. 20 No. 1, pp. 27-49, [link](#)
- > Majchrzak M. (2016). *Rzeczywistość VUCA z perspektywy działań personalnych*, *Personel i Zarządzanie*
- > Mercer, D. (1998). *Marketing strategy: the challenge of the external environment*. London: Sage.
- > Schmidt, E., Rosenberg, J., and Eagle, A. (2017). *How Google works*. New York: Grand Central Publishing.
- > Tovar, P. (2020). *Leadership challenges in the V.U.C.A world*, Oxford Leadership, [link](#)
- > Betof, E., Owens, L. and Todd, S. (2014). *Leaders as Teachers Action Guide: Practical Approaches for Unlocking Success in Your Organization*, American Society for Training & Development
- > Kail, G. (2010). *Leading in a vuca environment: V is for volatility*, Harvard Business Review, [link](#)

# WORKPLACES

BY SAVANNAH STRICKLAND



## What is the trend? What impact on people management?

As the definition and purpose of work is changing rapidly and dramatically, so is the workplace.

Employees, although largely excluding blue collar workers, can now work wherever, whenever, and with whomever. Working from home, working in shared spaces, working as an Instagram influencer, are all new forms of "normal". These trends can be summed up as "liquid work" and help employees and employers alike to adapt to the demands of the competitive global market and reach new levels of collaboration and creativity.

New workplaces also have direct impacts on people management practices. HR will need to ensure that human connection and motivation is not lost between and amongst colleagues. Human Resources will also need to work in close collaboration with IT, in order to provide collaborators with the digital solutions needed to work virtually.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

Many employees can now work wherever, whenever, and with whomever. This phenomenon is the result of three key factors: an attempt to win the war on talents for Gen Z, a response to globalization, and the digital transformation.

## WHY HAS THIS TREND OCCURRED?

In today's competitive global markets, companies are striving to offer their employees more appealing work environments. The quest for work/life balance is at an all-time high, and many young professionals demand that their workplace reflects this need by offering flexible and agile work. The days of working from 9 to 5 are slowly fading as employees can now work from anywhere at any time.

*The line between work and city will blur. Co-working space, with its informal and collaborative ethos, will scale up. "Smart" environments will take hold. Attracting this young and creative generation will be a shared goal of cities and employers.*

Gensler, 2014

This trend of "flex-work" or "liquid work" is not only an attempt to make generation Z happy and motivated as they enter the workforce. It is also a natural response to globalisation. Economies and societies are more interconnected than ever before which means that there is a constant need to be available and "connected" at all times. The world economy never stops turning. It's imperative that service providers and other professionals are able to answer their clients' questions at a moment's notice, even if those clients are on the other side of the world. Therefore, giving employees the freedom to work when and where they like is mutually beneficial for all involved parties.

Finally, this phenomenon is a part of the larger technological transformation which is completely redefining work as we know it. According to an HEC Paris article, "67% of businesses are significantly impacted by the speed of technological change occurring in their

industry" (HEC,2018). Even more strikingly, Big Think writes that up to 47% of today's professions will disappear over the next 25 years. Blue and white collar jobs alike risk being replaced by more efficient mechanization (Ferry, 2016). With new jobs developing, new skill sets will also be required. According to Crimson Education, some of the most prominent competencies workers will need in the future include creativity and complex problem solving (Crimson Education, 2019). In order to develop, master, and implement these various skill sets, many workers may benefit from having a more flexible workplace.

## WHERE DOES THIS TREND OCCUR?

Working from home or in co-working spaces was first made popular within the technological industry. Companies based in Silicon Valley, such as Facebook, started making flex-work an option for their collaborators in the early 2000s. With time, however, this trend has also spread to various other professions, most of which require post-secondary education. For the moment, working remotely isn't possible for most blue-collar workers, as this type of job often requires employees to operate machinery or produce goods on the premises of the enterprise.

This trend is also much more prevalent in societies where industries are more developed and the workforce is made up of mainly white collar workers. In the United States, about 40% of the workforce currently works remotely at least once a week. This number is likely to rise to more than 50% in the coming decade (Chokshi, 2017).

In the future, we can only assume that these figures will continue to rise on a global scale as well. Working remotely will become the norm in most if not all of the developed countries.

According to a research study conducted by OWL Labs, people choose to work from home for many reasons, the most prominent of which is higher levels of productivity and focus. The image below outlines the key motivating factor behind flex-work. (Owl Labs, 2018)

Employees who work from home are 11% more productive

**68%**

of millennials would be more interested in a job where they could work remotely  
Bibby, 2018

### Why do people choose to work remotely?



Owl Labs, 2018 >

## STRENGTHS

Increased work-life balance, productivity, employee engagement.

## Weaknesses

Difficult to assess employee attendance & engagement and establish common company values and culture. Trend largely excludes blue collar workers and risks enlarging the gap between managers and their subordinates.

## OPPORTUNITIES

Possibility to expand CSR initiatives by connecting people all around the globe.

## THREATS

Risk of losing the human connection in work which can create silos. Risk of excluding older generations who may be uncomfortable working in this way.

# SWOT

## IMPACT OF FUTURE WORKPLACES ON HUMAN RESOURCES

New workplaces also have direct impacts on people management practices.

First, HR will need ensure that the human connection is not lost between and amongst colleagues. The risk of working in silos increases when work begins to take place outside of the office. It is the responsibility of HR to develop and implement measures which offset this risk.

Human Resources will also need to work in close collaboration with IT, in order to provide collaborators with the digital solutions needed to work virtually. Without the proper technological tools, platform, and software, it is impossible for employees to maximize the benefits of working on the go and from remote places.

New workplaces demand new evaluation methods. Annual appraisals and performance reviews will no longer need to focus on the amount of time spent working, but rather on the quality, efficiency, and return on investment of the final service or product.

Finally, Human Resources will likely incorporate the possibility to work remotely, on the go, or in the comfort of one's home as a part of the Compensation & Benefits packages. For young talent entering the workforce, being able to work in a flexible and agile way remains a top priority. HR must understand their employees' needs in order to retain the best talent and develop the most efficient businesses.

## Surprise me

Manchester Metropolitan University in the U.K. reported that couples who work remotely have happier marriages than traditional workers.

Giovanis, 2018

## SWOT

### Strengths:

Working in an agile and flexible way can increase work-life balance, productivity, employee engagement. Employees are more likely to remain in their company for longer when they are given the freedom to work outside the office and on their own schedule. According to OWL labs, organizations who allow telecommuting see up to 25% less turnover than traditional companies. Flexible workplaces can also help to improve the gender gap which appears in all industries and businesses. In a traditional 9 to 5 work day, it is extremely different for an employee, man or woman, to uphold all the professional duties which are required of him or her as well as take care of a household (Kratz, 2019). Flex work can help address some of these issues by allowing men and women alike to equally share personal and professional responsibilities.

### Weaknesses:

As the trend of flex-work or "liquid work" becomes mainstream, it will become more and more difficult to assess employee attendance and engagement. Establishing a set of company values and common culture will also be a hurdle for many enterprises. Finally, this trend largely excludes blue collar workers and risks enlarging the gap between managers and their subordinates.

### Opportunities:

Working remotely allows employees to work more efficiently and effectively. A flexible working atmosphere can also encourage innovation and creativity, two of the key competencies which will be needed in the future. Flex-work also provides the possibility to expand CSR initiatives by connecting people all around the globe. The technology which makes flex-work possible could also help create synergies between various industries and businesses.

### Threats:

The trends surrounding new workplaces risk losing the human connection in work. If not anticipated properly, this phenomenon can create silos among colleagues. There is an additional risk of excluding older generations who may be uncomfortable working in new ways. Aside from the potential generational gap, there is also a chance that the workplaces of tomorrow will create further inequalities between the more and less developed countries. As previously discussed, working remotely facilitates certain types of positions and skill sets that traditional workplaces do not. If less developed countries around the world do not adopt this new trend, they may have difficulties in keeping up. This could also present a potential stumbling block for multinational corporations. How will they address the issue of flex-work in their different countries of operation? Will it be possible to have a company-wide policy that is applied everywhere, or should this remain a local issue?

## Market examples

There are many market examples in various sectors and industries who have adopted more agile and flexible workplaces. All the examples mentioned below rely heavily on common platforms which allow their collaborators to communicate, share ideas, and comment on each other's work at any time.

### #1\_ MOOVONE

French start-up founded in 2015 offering virtual coaching sessions, via a unique platform, to business executives. All 100 coaches, based in 5 continents, work remotely and offer services in their mother tongue to clients all around the world. This approach allows MoovOne to mobilize a large network of professionals in order to offer a personalized coaching experience in 22 different languages.

### #2\_ ARTICULATE

American e-learning development company (founded in 2002) who operates in a completely remote fashion. With no corporate offices, this organization is able to offer its employees freedom to work when and where they want.

**Savannah Strickland** - HR Development Project Manager

 [LinkedIn profile](#)

---

#### sources

- > Bibby, A (2018). *17 Stats about Remote Work in 2018*. Remote.co, [link](#)
- > Boyarsky, K. (2019). *45 Key Remote Work Statistics for 2020*. OWL Labs, [link](#)
- > Chokshi, N. (2017). *Out of the Office: More People are Working Remotely, Survey Finds*. The New York Times, [link](#)
- > Crimson Education (2020). *Top 10 Jobs in 2030: Skills You should be developing!*. [link](#)
- > Ferry, P. (2016). *47% of jobs will vanish in the next 25 years, say Oxford University researchers*. Big Think, [link](#)
- > Gensler (2014). *Design Forecast, top trends shaping design*, [link](#)
- > Giovanis, E. (2018). *Married Employees are Happier Working from Home*. Manchester Metropolitan University, [link](#)
- > HEC Executive Education (2019). *How Digital Transformation Impacts Companies*, HEC Foundation, [link](#)
- > Kratz, G. (2019). *How Remote Work Can Help Improve Gender Equality*. 1 Million for Work Flexibility, workflexibility, [link](#)
- > Owl Labs (2018). *Global State of Remote Work*, [link](#)
- > Remote.co (2019). *17 Stats About Remote Work in 2019*, [link](#)

## Executive Recommendations

Invest in an elaborate, user-friendly technology that will enhance the employee user experience and facilitate the employer data tracking needs. HRIS is one of the most important platforms that should be implemented within a company. This platform will allow employers to track the working time of their employees and share important information with all collaborators. From the employees' perspective, this platform facilitates collaboration and communication, while also responding to the individual's HR needs such as training and keeping track of one's working hours and vacation time. Having an efficient and user friendly HRIS is crucial, as employees working remotely will need to rely on common platforms to complete all work-related tasks.

Additionally, companies should invest in virtual tools and software which facilitate collaboration among employees. Employees who work remotely need to eliminate the physical distance between themselves and their colleagues by being able to easily and quickly sharing documents and data. Document sharing and virtual collaboration tools such as Trello & Slack can help meet this need. Communication between colleagues can also be realised via virtual meeting websites such as Zoom, Glowbl, and Webex.

When considering technology and platforms which will contribute to collaboration among remote workers, it is recommended to deploy the same digital tools across the entire organization. For a multinational corporation, having common platforms for all employees ensures that everyone is "playing by the same rules" which can also help create a common identity within the Group.

Develop and communicate a common culture and value set for all employees. Despite the fact that employees may be spread out in many different countries, it is imperative for organizations to maintain a collective organizational culture which helps strengthen the group.

This can be achieved by defining a set of transversal values for all stakeholders within the organization, and training employees on those values. This training starts at the onset of their on-boarding and should remain throughout their career within the organization. Digital and blended learning programs are a great way to ensure that all employees can learn alongside one another, even from a distance.

Aside from formal training programs, company values can and should be transmitted frequently by operational managers. This can be done, for example, during meetings (face to face or virtual) or on dedicated days throughout the year. Human Resources should be the at the epicentre of all communication concerning the company values.

# XPerience (customer & employee)

BY MIRANDA TEMPELman



## What is the trend? What impact on people management?

User experience and employee experience are linked, but separate concerns. User experience can be defined as the perception of a person using a product such as a website or application, especially in terms of how easy or pleasing it is to use. Employee experience can be defined as a worker's observations and perceptions of their company, which are influenced by the physical workspace, the work-life balance, and the technology to aid productivity. The trend is using customer's experience as an opportunity to design products based on their feedback. HR can incorporate this trend by hiring UX designers (freelance designers who focus on the user experience). The current designers may need upgraded training to learn to incorporate this trend or members to their team.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

## STRENGTHS

allows designers to target specific audiences by catering to their specific attributes (i.e. Culture, age, interest, etc.)

## OPPORTUNITIES

Greater customer involvement; customers feel heard and appreciated. Creates customer loyalty.

## Weaknesses

Decentralization - it is difficult to keep a cohesive design principle. By going to user experience, you have to take it out of house which makes it more complicated by adding more steps (there is room for lost information).

## THREATS

By catering to specific audiences, there is a chance of losing others. If a product flops with the targeted users, it could cost a lot of money.

# SWOT

## DEFINITIONS

User Experience (UX) as a trend has emerged onto the market with the increasing development of digital technologies. Originally an important consideration for software designs, the benefits and positive effects of UX in businesses cannot be overstated. User Experience (UX) as a trend is impacting and evolving our ways of working.

**88%**  
of online users will not return to a website where they had a bad user experience

Sweor, 2020

person toward design elements of software or digital media while interacting with it. Abbreviation: UX" (2019). However, we can take this one step further with the definition provided by Wikipedia (2019):

**User experience (UX) refers to a person's emotions and attitudes about using a particular product, system or service. It includes the practical, experiential, affective, meaningful and valuable aspects of human-computer interaction and product ownership. Additionally, it includes a person's perceptions of system aspects such as utility, ease of use [also called usability] and efficiency. User experience may be considered subjective in nature to the degree that it is about individual perception and thought with respect to the system. User experience is dynamic as it is constantly modified over time due to changing usage circumstances and changes to individual systems as well as the wider usage context in which they can be found. In the end, user experience is about how the user interacts with and experiences the product.**

Sometimes confused with other terms, such as employee experience, customer experience, user interface, and graphic design, user experience is related to, but is not entirely the same as these other concepts. Dictionary.com defines user experience as "the perception and response of a

This is not to say that user interface and graphic design do not have an impact on the user, rather, these two ideas focus on the aesthetic of the platform being used, as opposed to the actual functionality. User experience as a trend focuses on how the systems are working, and how they can become more efficient and easier for the end user to process. Furthermore, Babich discusses the possibility of UX design being utilized as a methodology:

***Understanding mobile applications design in terms of usability and the factors affecting user experience is crucial for the mobile applications designers to enhance customer satisfaction.***

Huang & Tian, 2018

**User Experience methodology [relies] on conducting a qualitative analysis of existing users through the means of interviews in order to gain a better understanding of what they prioritize and prefer. Through various qualitative practices, user experience as a methodology seeks to understand the environment and motivation of their users, as well as their UX Value Proposition (Babich, 2017).**

As described by Babich, it is crucial to understand motivation and patterns when employing UX in methodology. We can see real examples of this in products such as the iPhone. Apple has taken consumer data into consideration with each new version in order to produce a product that users will be able to integrate seamlessly into their lives. In the following section we will discuss the strategic methods in which UX design as a trend or methodology could be employed with organizations and the impact this will have on the employee experience.

# STRATEGY

Let us focus on the importance of usability as well as individual perception when commissioning UX in the organizational structure. Human Resources must focus on these factors in order to adapt their strategy and remain attractive to future employees. HR should consider the opinions and perceptions of their “users”, which in their case would be the employees themselves and their employee experience. The ultimate objective would be to embed user experience, and thereby employee experience, within the company culture. To do so, it is best to incorporate the UX value as one of the core pillars of the organizational design strategy. As a foundation for the business, company culture can be reinforced around the ideas of usability (how easy it is for employees to do their work), and there can be structures in place to measure the individual perception and satisfaction of each employee.

**Surprise me**  
Judgements on a website's credibility are 75% made on how they look  
*Sweor, 2020*

In order for UX methodology to be incorporated into existing HR workflows, the company must be prepared to deal with the initial uncertainty that may arise in changing practices. It is crucial for management to be aligned on the core values in order for true change to take place. When done successfully, the benefits will result in employee satisfaction. The knock-on effects of employee satisfaction are substantial in themselves, but also, UX as a corporate strategy will prove itself beneficial for the core business as well. UX will increase employee's production capacity by enabling them to work cross-functionally thanks to easily accessible information, learning and training materials, as well as internal mobility accessibility.

**A brand is defined by customer's experience. The experience is delivered by employees**

Shep Hyken

# CONCLUSION

Companies must consider the impact of their business model, not just on the consumers, but on the employees as well. A negative employee experience is a leading reason in high attrition rates, which as described, can be mitigated with efforts towards using UX methodology. Employee experience is made up of many factors, including the working environment, working relationships, and the employee's individual perceptions. There are many factors that contribute to creating a positive employee experience, with a different combination being important for each individual. However, companies can overcome these challenges by utilizing the same UX methodology on workforce. In business, the end user is the consumer, however in Human Resources the end user is the employee. With a constant consideration towards the usability of working tools as well as the individual perceptions of the employees, businesses stand a greater chance to thrive in the Future of Work

**Miranda TEMPELMAN** - HR Professional

 [LinkedIn profile](#)

## SOURCES

- > Babich, N. (2017). *Most Common UX Design Methods and Techniques* - [link](#)
- > Huang, Z. and Tian Z. (2018). *Design, User Experience, and Usability: Theory and Practice*, Springer.
- > Dictionary.com. (2019) - [link](#)
- > Wikipedia. (2019) - [link](#)
- > Sweor (2020), *27 Eye-Opening Website Statistics: Is Your Website Costing You Clients*, [link](#)

# Market examples

## #1\_ APPLE, INTERNATIONAL, 2007

When the first iPhone came out in 2007, mobile applications started to increasingly develop. They needed apps that could be used on small devices.

Apple used UX design to constantly improve the functionality of smartphone applications (easier scrolling and clicking capabilities, etc.)

The benefit is each generation of iPhone that has come has had a greater variety of apps with improved usability

## #2\_ GOOGLE, INTERNATIONAL, 2016

Webpages on Google were being accessed by mobile phone and have now surpassed the amount of people accessing webpages from computers. UX has improved this function.

# Executive Recommendations

Considering user experience as a trend for the Head of HR and the Board of companies (while keeping the recommendations people-oriented and not purely business-oriented), I would recommend three main areas in which to focus: talent acquisition, increased use of technology, and feedback culture.

When candidates are applying for positions the website should be easy to navigate and quickly populated with information from an uploaded CV. Their applications should be responded to quickly and in a constructive manner in order to protect the candidate experience and therefore the company's reputation. Internally, employees should have easy access to databases with job postings. Positions that match employee's criteria and skillset should be automatically proposed to facilitate internal mobility and career progression.

Inevitably, digitalization is changing the workplace and companies that can seamlessly adapt to these changes will thrive in the increased functionality. In fact, future technology shows there are many promising integrations of trends with UX design. For example, to benefit HR and employees, chatbots can search data such as Collective Agreements and answer questions for employees regarding their roles and responsibilities as well as rights and benefits. This process creates more efficient workers and gives more time to HR to focus on strategic tasks as opposed to repetitive operational duties.

Feedback will be the cornerstone of UX in company culture as having open lines of communication increases employee morale and gives the sense that the employer cares about employee opinions. Having a private and anonymous forum to facilitate feedback communication will allow employees to feel heard when they have a complaint. Ultimately, the perceptions of the employees should be taken into consideration for improvements to the system with the ultimate goal of increasing user satisfaction.

# y-generation

BY ANNA VIOLANT GÓMEZ



## What is the trend? What impact on people management?

Generation Y or Millennials. Experts don't agree when this generation starts and ends exactly, but they are born approx. from 1980 to 1995. Today they represent 35% of the workforce and in a few years they will be the larger workforce. At the workplace they appreciate good work-life balance, flexible working hours, personal learning and development, CSR, opportunities to work abroad, collaboration and having fun. They are defined as hard-workers, entrepreneurial and leaders. They expect transparency, seek feedback, tech centricity and they seek direction (Manpower 2017).

# Generational Theory

Mannheim's theory of generations (1952) describes a generation as people sharing not only the same birth year, but as well values, attitudes and behaviours. The main idea is that each generation develops characteristics in their personalities and have different values by the fact of being affected by particular historical events. There is no doubt that people belonging to the same generation present some differences, but sociologist found some common grounds when studying their personality towards work (Biermeier-Hanson et al., 2016).

However, the analysis around generational differences is sometimes based only on stereotypes and often simplified. The general press spread a lot of myths regarding Millennials, highlighting that they are totally different from their previous generations. Nevertheless, some studies as the one from IBM Institute for Business Value revealed that all generations are more similar than it is believed, and Millennials goals doesn't differ that much from those of other generations. Differences exist between generations, but it is important not to stereotype, since some differences often attributed to generations may have its roots in other causes such as age, career stage and individual experiences (Levine, 2017).

# MULTIGENERATIONAL WORKFORCE

The fact that the global world population is aging, and life expectancy is higher is driving us to a longer career for employees and later retirement of mature workers. Younger generations like Gen Z and Gen Y are already part of the workforce and the last ones will conform over half of the entire workforce by 2025 (Deloitte, 2018). Today, we have five generations present in the workplace, from the traditionalist born before 1945 (today remain only a 3%) until Gen Z (Centre for Women and Business, Bentley University, 2017).

Having a multigenerational workforce may be a challenge for business since each generation has different expectations, needs, values and attitudes. Companies may have to adapt their policies and process in terms of working styles, communication and decision-making as well as other aspects like compensation, training and promotion. It is often outstanding the need for organizations to recruit, reward, and manage these employees differently because of generational differences (Macky et al., 2008).

The following table shows an overview of the different generations present in the workforce today and their main characteristics concerning working styles and values at work. It is important to bear in mind that the attitudes and conducts are associated with western culture generations.

▼ Author's compilation of different sources (see references)

	TRADITIONALIST	BABY BOOMERS	GEN X	GEN Y	GEN Z
<b>"Also known as..."</b>	Silent generation or greatest generation	Me generation	MTV generation	Millennials	iGen, Globals
<b>Born</b>	1922-1945	1946-1964	1965-1980	1980-1996	1997-not yet determined
<b>Historical events</b>	World War II	Moon landing, Vietnam War	Berlin fall, Chernobyl	9/11, Facebook	Great Recession
<b>% in the global workforce 2020 (statista)</b>	Only few will still be working	6%	35%	35%	24%
<b>Attributes</b>	Strong values of honour, hard work, very loyal, independent, self-sacrifice, respect for authority, command and control	Optimistic, social reformers, workaholics, believe in working long hours and expect the same from others	Independent, sceptical, and creative, self-command style, value work-life balance, tech-savvy	Ease to communicate with generation, thrives on change, the Internet Generation, determined, optimistic, tenacious	Collaborative and team players, but also entrepreneurial, multi-taskers, innovative, passionate, will change the world
<b>Motivation</b>	Acknowledge expertise	Symbols of achievement/ Promotion	Professional development/ flexibility	Continuous learning/flexibility	Creativity and flexibility
<b>Work ethic</b>	Sacrificed	Driven	Balanced	Integration	Personal freedom
<b>Feedback</b>	No news is good news	Not keen on feedback	Direct: How am I going?	Constantly and instantaneous	Immediate and real time
<b>Communication style</b>	Formal/Protocol Written	Formal/process Telephone	Informal/pragmatic Email, text message	Casual/Immediate Text message, social media	Digital natives, mobile devices

## STRENGTHS

Millennials are curious, open to change and risk takers which arises innovation. They are hard workers and they want to make a good impact in the world working in sustainable companies.

## OPPORTUNITIES

Transversal collaboration with other companies and implication in different projects. They care about their community and environment. Their high standards and motivation make companies to be constantly improving and innovating.

## Weaknesses

They get frustrated if things don't evolve at the rhythm they expect. They need constant recognition and variety of tasks, otherwise they get bored.

## THREATS

If a company does not meet ethics standards or it is not innovative enough, Millennials will seek other job opportunities. They are constantly connected and they could damage the reputation of the company in a second by posting negative comments in social media.

# SWOT

## Generation Y

Research differs when giving birth-year boundaries to the Generation Y, although given time frames always lie between 1980 to 2000 (Ng and McGinnis Johnson, 2015).

Millennials are the first middle-class generation, the first whose parents were present for their development as children. They were taught to question everything, that they can achieve anything if they work for it (Ng and McGinnis Johnson, 2015). They are also characterized as the generation that grew up with new technologies. The popularization of the Internet in people's homes, and particularly the raise of social media such as My Space or Facebook gave them a voice in the world very early in their lives and contributed to the development of their self-confidence and egos (Ibid). Another aspect is that nowadays it is easier to get access to higher post-secondary education. This brings newer generations to feel a strong sense of entitlement towards having a job compared to the previous Generation X (Ibid). This sense of entitlement implies a raise in workplace expectations and therefore an evolution in work values.

Ng and Burke (2006) summarize Millennials' work values by stating that they prefer "to work to live rather than live to work". Their predilection for leisure can be observed in the increasing preference for extrinsic rewards at work. Millennials have high expectations of themselves, and monetary compensation is not a good enough argument anymore for them to stay in a company. Salary should be accompanied by intangible benefits, including fulfilling the need for purpose at work and feeling satisfaction about what is being done daily.

Understanding how Millennials were raised and their collective world experiences can help employers better understand what they want from their jobs (Brack and Kelly, 2012). They prefer to follow leaders who are honest, have integrity and who treat them with respect. Leaders should let Millennials know the big picture so they understand their roles (Newman, 2010). Millennials want a work environment that is comfortable and which inspires them to contribute without fear of being criticized (Spiegel, 2011).

Literature highlights two segments of Millennials. Millennials often define themselves as individualists (Ng and McGinnis Johnson, 2015) because of this tendency to prioritize personal satisfaction over collective values. At the same time they appear to be collectivists as well. A clear preference for CSR practices is identified in collectivist personalities, hence their more positive attitude towards responsible companies (Alonso-Almeida and Llach, 2018).

Regardless of their profile, Millennials tend to seek companies with responsible behaviour to work for, and therefore appear to broadly be attracted to sustainable companies (Alonso-Almeida and Llach, 2018). Their clear desire to promote social justice and their concern for the natural environment makes them strong advocates of social responsibility (Walker, 2007).

## Surprise me

"Millennial burn-out" written by Vincent Cocquebert sustains that millennials do not exist and it is only a category invented by marketers

# ATTRACTING and ENGAGING GENERATION Y

According to a survey launched by Deloitte in 2017 to 3.500 Millennials from all over the world, and aligned by the literature review mentioned before, there are seven aspects to bear in mind for attracting and engaging them:

## 1\_ CSR POLICIES

One of the main incentives for Millennials to opt for a company is the positive impact it generates in society. This is clear from the survey conducted by Deloitte, where 76% of respondents say they value very positively the possibility of contributing with social actions from their job. Therefore companies have to prepare themselves in the near future to receive Millennials as employees, taking into account their motivators, as it is evident that the salary does not have the same value as before when retaining an employee.

## 2\_ BRAND AMBASSADORS

the majority of the respondents, 89%, consider themselves “super connected” users who spend more time than the average on the internet and social networks. Involving millennials in company activities will increase their loyalty to the firm and will therefore become ambassadors of the brand.

## 3\_ TRAINING AND DEVELOPMENT

investing in their training will not only increase their productivity and competitiveness, but will bring them even closer to the values of the company, thus retaining their talent in the organization.

## 4\_ FLEXIBILITY

84% of the millennials surveyed consider that labour flexibility in companies improve performance, increases productivity and loyalty to employees, reinforcing their happiness and personal well-being.

## 5\_ SKEPTICISM TOWARDS COLLABORATIONS BETWEEN THE GOVERNMENT AND THE COMPANY.

The majority of the millennials surveyed are skeptical towards collaborations between the government and the company when facing the challenges of society. In fact, 27% consider that the last beneficiaries of these collaborations are citizens.

## 6\_ THEY SEEK FRANK AND DIRECT LEADERS, BUT REJECT RADICALISM.

Most of the millennials surveyed reject leaders who take controversial positions. Also to those who defend radical transformations instead of gradual changes. On the contrary, they feel much more comfortable with those leaders who use clear and simple language.

## 7\_ DESIRE FOR JOB SECURITY.

Compared to previous studies, where 17% of respondents said they wanted to stay in their company for more than five years, millennials seem to have settled, looking for job security. In fact, only 7% of respondents said they wanted to change jobs soon.

**50%**  
of the workforce will be  
digital natives by 2025  
*Deloitte*

Now, we have  
5 generations at work  
*PWC 2012*

# IMPLICATIONS FOR HR management

Companies should provide different reward strategies to motivate Millennials and other generations. Salary is important but other factors contribute to a great extent to employees' motivation. Millennials enjoy having a good atmosphere at work and good relationships as well as they value their personal development.

Some HR processes are very long and built in long-term cycle. For example, the performance appraisal that take place in many companies once a year or sometimes twice. Millennials expect receiving an honest and constant feedback from their leaders and peers. Millennials want to know if they are doing things in the correct way and how can they improve it. Managers need to book sometime to provide them informal feedback in real time.

Millennials want job flexibility that is why it is interesting for companies to study the possibility of working from home policies and flexible working hours. PWC employees are part of an initiative called Flexibility2 Talent Network and it enables employees to work in the company during the busiest month and then dedicate the rest of the year to other things.



*You take this group of people and they graduate and they get a job and they're thrust into the real world and in an instant they find out they are not special, their mom's can't get them a promotion, that you get nothing for coming in last and by the way you can't just have it because you want it. In an instant their entire self image is shattered. So we have an entire generation that is growing up with lower self esteem than previous generations.*



*Simon Sinek, Author and speaker.*

Create diverse teams with employees from different generations to promote a culture where people learn skills and experience from each other. One good trend is reverse mentoring where younger employees help to the older ones to learn about topics they are less familiar. For example, the Reverse Digital Mentoring program at Sanofi-Aventis Group. Millennials train executives in Digital skills and knowledge. The benefits that can provide you being part of the program are intergenerational learning, inclusiveness, transversal collaboration, build new relationships and exposure.

Millennials are the generation clear desire to promote social justice and their concern for the natural environment makes them strong advocates of social responsibility (Walker, 2007). One idea to motivate them is to develop CSR policies and engage them in taking part of these kinds of activities. As an example, it is a good initiative the L'Oréal, One Young World Program. This program engaged Millennials to design CSR projects to engage the underserved. One example of a project established under the framework of this initiative helped to find internships for high potential young refugees.

Another trend some employers are taking is including apprentice programs for people of all ages in order to help them to re-enter to the job market if they have been apart of it or if they want to reinvent themselves (O' Donnel Riia, 2018).

A way of empowering Millennials as brand ambassadors is using the service of companies such as Sociabble, which helps enterprises i) drive effective communication in the workplace and boost employee engagement through a centralized hub, ii) increase reach, traffic, and conversion rates through employee advocacy and boost employee engagement by empowering teams as company brand ambassadors on social media, iii) boost their brand awareness through the help of influencer marketing, iv) amplify recruitment opportunities and develop employer branding on social media, and v) expand their current HR social media strategy and boost their current brand marketing by engaging employees.

## conclusion

Soon Millennials will be the generation more present in the workforce and companies cannot omit the demands of this generation. It is essential to listen and to understand them, since their voices are important to ensure the survival and growth of the organizations. More and more companies are trying to change and adapting their structures and processes to new ways of working. It is no longer useful to demand new generations to be the ones to adapt because these employees will answer by leaving the company. Nevertheless, it is also important to consider that Millennials are not the only generation composing the workforce and taking into account the needs of all the groups will result in a better productivity and engagement of the total workforce.

## Market examples

### #1\_ SANOFI

2017 first pilot program (and repeated), Reverse Digital Mentoring Program. Millennials to train executives in Digital skills and knowledge. Benefits: intergenerational learning, inclusiveness, transversal collaboration, build new relationships and exposure.

### #2\_ L'ORÉAL

One Young Word Project, CSR project. To engage millennials to design CSR projects to engage the underserved. Ex: Group of millennials designed a project address to provide internships for high potential young refugees.

## Executive Recommendations

Try to experiment with mixed-aged teams and consider reverse-mentoring programs that enable experienced workers to learn from their young peers.

Tailor your C&B policies to reflect what employees from different generations want.

Encourage open discussions, that explore intergenerational differences to improve teamwork.

Millennials want job flexibility that is why it is interesting for companies to reinforce the possibility of working from home policies and flexible working hours.

Millennials are a generation that clearly desire to promote social justice and their concern for the natural environment makes them strong advocates of social responsibility (Walker, 2007). One idea to motivate them is to develop CSR policies and engage them in taking part of these kinds of activities.

**Anna VIOLANT GOMEZ** - Regional HR Administration Manager

 [LinkedIn profile](#)

### sources

- > Alonso-Almeida, M. D. M., and Llach, J. (2019). *Socially responsible companies: Are they the best workplace for millennials? A cross-national analysis*. Corporate Social Responsibility and Environmental Management, 26(1), 238-247.
- > Bentley University (2017). *CWB Generational Impacts Research Report*
- > Biermeier-Hanson, B., and Baltes, B. (2016). *Generational Differences in Work Ethic: Fact or Fiction*, J. OF BUS. & PSYCH, 2016.
- > Brack, J., and Kelly, K. (2012). *Maximizing millennials in the workplace*. UNC Executive Development, 22(1), 2-14.
- > Burke, R.J., and Ng, E. (2006). *The changing nature of work and organizations: Implications for human resource management*. Human Resource Management Review, 16(2), 86-94
- > Deloitte (2017). *Millennial Survey*
- > Deloitte (2018). *Millennial Survey*
- > Levine, A (2017). *From Selfies to Selfless: Managing Multigenerational Teams*, SCIENCE MAG
- > Macky, K., Gardner, D and Forsyth, S. (2008). *Generational differences at Work: Introduction and Overview*. Journal of Managerial Psychology, 23(8), 857-861
- > Mannheim, K. (1952). *The Problem of Generations' in Mannheim, K. Essays on the Sociology of Knowledge* (First Published 1923). London: RKP.
- > Manpower (2017). *Millennial Careers: 2020 Vision*
- > Ng, E., and McGinnis Johnson, J. (2015). *Millennials: Who are they, how are they different, and why should we care?* The Multi-generational and Aging Workforce: Challenges and Opportunities. 121-137.
- > Newman, C. (2010). *Managing Millennials in the workforce*. Young Money.
- > O'Donnel, R. (2018). *Unconscious bias training can only take you so far*. HR Dive.
- > PWC (2012). *Millennials at Work*
- > Spiegel, D. (2011). *Why hiring Millennials is good for your business*.
- > Vincent, C (2019). *Millennial Burn-Out: X, Y, Z... Comment l'arnaque des générations consume la jeunesse*. ARKHE EDITIONS
- > Walker, K. (2007). *How socially responsible organizations can attract Millennials and obtain a competitive advantage*. In ASAC (Vol. 28, No. 29)

# Z-generation

BY Daria Vrable



## What is the trend? What impact on people management?

Generation Z are people born between 1995 and 2015. Some authors refer to Generation Z as “digital natives”, characterised by their heavy use of social media, their entrepreneurial, multitasking and community oriented spirit. They are used to instantaneous communication, to greater use of messaging than audio conversations and to dependence on technology for their social interactions and contact with the outside world.

How to manage them? Dial into this entrepreneurial spirit by giving Gen Z employees a dose of autonomy. Don't just give them tasks, let them focus on a new project that is directly tied to business's success. Gen Z loves to see the evolution of an idea from inception to tangible impact.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

People born between 1995 and 2015, the Generation Z presents consumption habits very different from its elders. In continuous interaction with her environment, she is very involved in social networks. In search of authenticity, ultra-connected, over-informed and better equipped than their parents, the Generation Z is very demanding. This generation is a market with high potential for e-merchants, because even if it is the target of today, it is likely to consume tomorrow.

Generation Z has permanent access to information. Thanks to the Internet and social networks, she is open-minded, daring to try new experiences and is not opposed to change. This generation 4 C (Creative, Collaborative, Confident and Connected) is distinguished by its autonomy, its pragmatism and its positions.

### Surprise me

According to a recent study, 51% of Z Generation prefers in-person communication with managers, as opposed to emailing (16%) or instant messaging (11%)

*McKinsey, 2019*

73% of Generation Z are actively connected with the hour of waking up

*Barclays, 2019*

Almost one in four Generation Z aged 13-21 already earn money online

*IBM, 2019*

60% of Generation Z will support brands that take a stand on issues regarding equal rights, sexual orientation, and race

*Fromm, 2019*

The emergence of the Z generation is shaking up the marketing landscape. Indeed, known to be ultra-connected permanently, these future adults are self-taught. They are forging their own opinions because of the overabundance of information they get through the Internet. As soon as they consider buying or having a product purchased by their parents, they do not hesitate to consult the Internet for information. They are the ones who choose the brand, as well as the shop in which to make the purchase. To do this, they rely on their values, the opinion of their community and the information gathered.

Faced with these characteristics of the Generation Z, the companies that will recruit them, must adapt their communication and their actions to attract these new employees who are very demanding.

## WHAT IMPACT ON PEOPLE MANAGEMENT?

Dial into this entrepreneurial spirit by giving Z Generation employees a dose of autonomy. Don't just give them tasks, let them focus on a new project that is directly tied to business's success. Z Generation loves to see the evolution of an idea from inception to tangible impact.

Generation Z want feedback. No more monthly or weekly touchpoints. The new generation constantly needs to be reassured, encouraged, without being asphyxiated. The attention they receive boost their motivation.

Managers have to be honest. The biggest mistake for a manager would be to try to disguise his incompetence by giving a wrong answer to a question asked. In this situation the manager loses all credibility in the eyes of the Z generation

## SWOT

### STRENGTHS

Gen Z value individual expression and avoid labels. They believe profoundly in the efficacy of dialogue to solve conflicts and improve the world. (Francis, 2018)

### Weaknesses

Gen Z are radically inclusive. They don't distinguish the real world and the network. They can be tech dependent and have limited social skills. (Criteo, 2019)

### OPPORTUNITIES

Generally they are very entrepreneurial, they defend social causes and have the potential to become leaders. (Criteo, 2019)

### THREATS

They can increase the generational gap in the company.

One in two Gen Z refuses to commit to the long term, preferring the status of «freelance» (more flexibility)

## Market examples

**#1\_** In 2017, McDonalds launched a recruitment program in Australia and the United States via Snapchat, called "Snaplications", to send a video of less than ten seconds to present itself. The idea was to use the preferred social network of gen Z, to catch their attention and recruit them.

**#2\_** With 60% of candidates under the age of 25 at Carrefour, the retail giant is also facing the challenge of seducing the Generation Z. To do this, Carrefour recruits on mobile phones and relies on the transparency of the process. Apply becomes a new playground for the Generation Z, whose members turn their CV into works of art and seek to accumulate "likes" on their professional profiles, convinced that companies will come, tomorrow, recruit them thanks to their "Social" notoriety.

**98%**  
of Gen Z's are more faithful to the team than to the company  
McKinsey, 2018

**#3\_**Decathlon has implemented a business game ("les Coéquipiers") to make themselves better known to students and make them want to join the group as sales managers. For three days, the teammates exchange with the experts of the sign, to interrogate them and search for useful information in order to prepare their pitch (Marchard, 2016).

**#4\_** Some companies like Google go further, by arranging the schedule of their employees. One to two days a week, they can take advantage of the infrastructure and benefit from the address book of Google, to realize their personal project. Clearly, companies that develop an in-house incubator will massively boost their attractiveness. A good way to build loyalty in the company this generation without attachment, prompt to leave the ship at first purrs (Robinson, 2018).

Daria VRABIE - HRBP

[LinkedIn profile](#)

### SOURCES

- > Barclays (2018). *Gen Z: Step aside Millennials*, [link](#)
- > Criteo (2019). *Millennials vs Gen Z: 4 Differences in What They Care About*, [link](#)
- > Francis, T. (2018). *True Gen: Generation Z and its implications for companies*, McKinsey, [link](#)
- > Fromm, J. (2017). *Gen Z Is On The Rise, Here Is What You Need To Know*, Forbes, [link](#)
- > Boncori, A.L. and Gentina, E. (2019). *Manager la génération Z par le vide encadré*, Harvard Business Review, [link](#)
- > IBM (2019). *What brands should know about Generation Z shoppers*, [link](#)
- > Marchand, G. (2016), *Decathlon : un business game au service de la marque employeur*, focus RH, [link](#)
- > Robertson, A. (2017). *The McDonald's Snaplications campaign is recruiting teens through Snapchat*, [link](#)
- > Robinson, A. (2018). *Want to Boost Your Bottom Line? Encourage Your Employees to Work on Side Projects*, Inc.com, [link](#)

## Executive Recommendations

### Have a mobile friendly website:

Born with the era of the reign of the Internet and the rise of new technologies, Generation Z do not imagine to evolve in the world without their smartphones. This support allows them, in particular, to obtain information on a company and to be seduced, or not by the company. The optimization of the company's website helps to attract and seduce these new employees.

### Being present on social networks:

Ensuring an active presence on the social networks favored by these future adults becomes an essential "must do" for organizations. Social networks rhyming for them with instantaneity, ephemeral and entertainment, it is important to focus on communication by the image and distraction-oriented to achieve a stronger impact.

### "No CV, but a personality - a new way of recruiting":

Generation Z place a lot of importance on humans. Companies will - in addition to recruitment via mobile and smartphone - take this into consideration in their recruitment. They need to know who they are going to work with, what their next work environment will be, but also that the organization will take into consideration their personality and potential and will develop their skills.

### "Don't talk about the job, but about the mission - a new way of recruiting ":

For the Generation Z we must not talk about business but mission. They have a lot of trouble projecting themselves into the next 3-5 years on the same job. For them, it is not about integrating a well-known company that attracts them but the missions they will carry out. They prefer short-term goals, reshaped through regular feedback.

### Invest in CSR activities:

It is difficult to retain the Z generation because they are in a very emotional relationship with the company. If it does not suit them, they leave. Their ties with the company are similar to those of today's couples. To simplify: there is a problem of commitment. As a result, companies will also need to invest fully in CSR to meet their need for fulfillment. For them, happiness is not something that is capitalized over time, but it is a state that must be permanent and they will not remain in a company that deprives them. Paradoxically, while the job market remains complex for them, they are not afraid to leave.

### Develop a mentorship or coaching program:

It will facilitate cross-generational education. This could create a fair and balanced platform so each party could profit, and it could also help to build stronger interpersonal relationships between colleagues.

### Get management up to speed on generational differences Promote teamwork:

Tasking two or more colleagues on a project is often the jumpstart people need to learn they can actually accomplish more by working together (and they can learn a lot of things from each other, they can have different points of view that can be complementary).

# \*BONUS: DIGITAL INCLUSION

BY Tania WYSONG



## What is the trend? What impact on people management?

A study of Harvard Business Review (2014) showed that working from home for a Call Center, increased phone calls by 13.5%. This future trend of Digital Inclusion entails the technical, cultural, and legal considerations when integrating remote workers, click workers and other new types of workers of the digital era. The new working environment is shifting towards the software, from offices. The model of freelancing is taking a new turn in the current digital age, with dedicated "platforms" offering micro-tasks to people without an employment contract, also known as click working or crowdsourcing. However, our legal and social systems are not prepared for this change.

a  
b  
c  
d  
e  
f  
g  
h  
i  
j  
k  
l  
m  
n  
o  
p  
q  
r  
s  
t  
u  
v  
w  
x  
y  
z  
\*

After so many decades of a close relationship between work and office, and the traditional “going to work” mentality, we are observing a rapidly changing and evolving business economy model, and different generations that require much more flexibility, and new ways of working. Today, more than any other technological device, the computer and the smartphone have revolutionized not only how people work, but the way businesses are configured. Work is no longer a specific location that requires a chaotic commute followed by eight hours at the office. Technology is helping businesses work more efficiently and compete in a global market, but it is also blurring the line between our personal and professional lives.

A more competitive job market means that potential employees are able to demand a dynamic work environment. This includes a more flexible schedule and the opportunity to work from home. In fact, “one in three Millennials prioritize device flexibility, social media freedom and work mobility over salary in accepting a job offer.” Freedom and autonomy are

the top priorities for modern employees. “The results in the Cisco Connected World Technology Report demonstrate how companies need to acknowledge this fact in greater numbers, and respond accordingly – for many industries, the status quo of previous work environments is becoming a thing of the past,” said Sheila Jordan, vice president Communication and Collaboration IT, Cisco. (HR & Digital Trends, 2018).

The current and future trend of Digital Inclusion entails the technical, cultural, and legal considerations when integrating remote workers, click workers and other new types of workers of the digital era. Taking this into account, the new working environment is shifting more towards the software, and away from the offices. According to a Reuters sponsored poll conducted in 2012, about 17% of all workers telecommuted for at least some portion of their work week. In 2016, some estimates put that number closer to 37%, making it clear that telecommuting is no longer just for management positions. (Blitchok, 2016).

## TELECOMMUTING

A study of Harvard Business Review (2014) showed that working from home, in an example of Call Center, increased the number of phone calls by 13.5%. In addition, the employee turnover was reduced by half. The trend is shifting to working from home with the encouragement of studies and examples. However, for some of the jobs, coming to the office can be necessary. This future trend is coming with also new requirements on enterprise software. Last 5 years, big enterprise software companies improved their cloud based systems integration so that employees can work on those cloud based systems together. This shows new working environment is shifting towards the software from offices.

Productivity increases by one third due to having a quieter environment, which makes it easier to focus and process work. At home people don't experience office distraction and constant “breaks” and coffee gatherings. Offices are actually incredibly distracting places. The other two-thirds can be attributed to the fact that the people at home work more hours. They start earlier, take shorter breaks, and work until the end of the day, without a need to commute, or running around for lunch. In addition, sick days for employees working from home decrease significantly. When researching “working remotely” online, many of the results that show up will be negative, depicting teleworkers are not as productive. There is also this bad impression within management teams regarding employees working from home, as there is a lack of supervision and control of performance. But actually, it is totally the opposite from this, with many more positives than we can imagine.

“We found that people working from home completed 13.5% more calls than the staff in the office did—meaning that Ctrip got almost an extra workday a week out of them. They also quit at half the rate of people in the office—way beyond what we anticipated.” - Nicholas Bloom, Ctrip

**80%**  
of remote workers reported higher morale, 82% lower stress levels, and 69% lower absenteeism  
*Forbes 2017*

Working from home or teleworking provides a great work alternative for specific groups of people who otherwise would not be able to work or are not suitable for a traditional in-office work contract. For example, people who have established social lives, older workers, married workers, and parents. On the other hand, the younger workers whose social lives are more connected to the office tend to not want to work from home as much. Right now the employees who spend significant amounts of time working from home are on either end of the income spectrum: solitary, per-hour workers like call center reps, proofreaders, and developers, whose output can be easily tracked; or professionals and senior managers, who presumably are highly self-motivated.

“We found that people working from home completed 13.5% more calls than the staff in the office did – meaning that Ctrip got almost an extra workday a week out of them. They also quit at half the rate of people in the office – way beyond what we anticipated.”

Nicholas Bloom, Ctrip

We are nowadays experiencing a higher life expectancy and extremely increased cost of living, therefore, older generations over the age of 64 are experiencing difficulties with their financial situation. As a result, many people in this age group choose to delay retirement, while others prefer to work into their 70's to keep their minds engaged while continuously learning. Moreover, for around 74% of older Americans who would like work flexibility, telecommuting presents this generation with an ideal way to make ends meet without a hectic daily commute. It also gives them the opportunity to attend health checkups without it interfering with their work schedule. In a 2014 study by PGI, 80% of remote workers reported higher morale, 82% lower their stress levels, and 69% lower absenteeism. (Loubier, 2017).

The chart below summarizes some key and very insightful figures about freelancing nowadays (Perera, 2018):



Another social group such as freelancers with specialist knowledge in areas such as software development or SAP configuration have always been part of the IT sector, which strongly benefits from remote working. These workers really appreciate the high degree of flexibility this type of work entails: They can more or less decide how they divide up their time, can usually choose where they want to work, and what is often the most important factor, they don't have a boss, but a client instead, and might even have several at any given time. This model also offers these clients a great deal of flexibility, they can assign projects at short notice, without having to invest in new employees. This type of employment used to offer self-employed workers a number of financial benefits. Many people were able to earn significantly more money than they would have if they were employed in a permanent position, which in turn meant that social security wasn't a pressing concern.

### Suprise me

With a quarter of all employed Americans working from home, telecommuting has moved beyond being a Millennial trend, and into a way of life

## CROWDSOURCING AND CLICKWORKING

The model of freelancing has always existed, but it is taking a new turn in the current digital age, with dedicated "platforms" offering micro-tasks to people (click workers) without an employment contract, also known as crowdsourcing. Instead, they revolve around the allocation of individual commissions and projects that are taken on by these people. In the growing bubble of platforms, we can now see a new division of labor: On the one hand, we have tech experts (engineers, professional developers) who are able to design a platform and algorithms for companies in Silicon Valley, while on the other hand, we have groups of small hands serving these global internet giants.

These invisible online workers, are known as "crowdworkers". Their service is to carry out the maximum number of operations within a very short period of time. The tasks mentioned by the International Labor Organization (ILO) are varied, but are very often plain and repetitive: "Identifying, transcribing, and annotating images, moderating content, collecting and processing data, audio and video transcription and translation." (Sayagh, 2019). We must take into consideration that most of our current legal and social systems are not actually prepared for this change in the working world. Global regulation would be very complex to implement. Governments, trade unions, and labor law operators are overwhelmed by the trend and are struggling to legislate it on a wide scale.

## STRENGTHS

While reducing office supplies and rent expense, the cost can be decreased 20 to 30%. Increase in performance and freedom. Older generations can be included in the workforce without the commuting and health constraints.

## Weaknesses

Reducing employee interaction with each other, difficulty finding the right workers and maintaining clear communication with them. Lack of clear guidelines in terms of legal systems.

## OPPORTUNITIES

More variety of collaboration tools. Money can be invested into the workforce. Remote workers from different backgrounds can collaborate through new online tools such as Gitlab.

## THREATS

Legal and social systems imposing restrictions for this kind of work. Self-employment documentation can be tricky in some countries.

# SWOT

## Market examples

**#1\_** Company, country, year, challenge they faced, how they used the trend, benefits. Uber started in the United States in 2009, the challenge was to provide ride-sharing services at the lowest cost possible through independent contractors. The mobile application allowed individuals with low hard skills, and with access to a vehicle, to work flexibly and with no commitment. The benefits were about 30% of savings compared to hiring a permanent employee. Therefore, maintaining a low price for the clients.

**#2\_** Appen started in Chatswood, Australia and by 2017 they managed to acquire over 1,000,000 flexible workers in 130 countries and 180 languages (Appen, 2018). The main challenge was to be able to work with native people to evaluate local media. The applied crowdsourcing techniques to collect and improve data. The benefit is to optimize efficiency, reduce costs, and provide flexibility.

**#3\_** Upwork is a global freelancing platform where businesses and independent professionals connect and collaborate remotely since 2015. In this platform, three million jobs are posted annually, worth a total of \$1 billion USD, making it the largest freelance marketplace in the world. (Upwork, 2017). The benefit of this platform is the ability of finding freelancers throughout the world.

**#4\_** Amazon Mechanical Turk (MTurk) is a crowdsourcing marketplace that makes it easier for individuals and businesses to outsource their processes and jobs to a distributed workforce who can perform these tasks virtually since 2001. The challenge is that there are tasks that computers are (still) not intelligent enough to do, or that are too expensive for them to carry out. So the benefit of MTurk is getting the work done by crowdworkers as micro tasks.

**#5\_** ClickWorker.com utilizes the knowledge of the crowd to engage the know-how and labor of hundred thousands of Clickworkers since 2011. (ClickWorker website). The main challenge is the same as MTurk. It is carrying out the tasks that computers are not able to finish by themselves. This platform is also useful for the companies that want to outsource their micro tasks.

## Executive Recommendations

It is important to maintain a good human relationship with the workers, remembering to take care of them with the same respect and recognition of a normal employee.

Ensure a clear communication method is established from the beginning. Being a digital worker can be pose some challenges with connections and tools. Also, you may lack the non-verbal cues from body language such as facial expressions when conveying a message.

It is also key to overcome isolation to keep the workers motivated and efficient. Scheduling virtual meetings and conference calls can be a great solution to understand and collaborate with remote workers.

Show some appreciation to remote workers by providing some perks if they have missed out on in-office gifts or events. It can be something as simple as a gift card, a new device, or paid time off.

**Tania WYSONG** - HR Professional

 [LinkedIn profile](#)

### SOURCES

- > Albiez, D. (2018). *Gig, click, crowd: what will work look like in the future?*, Dell, [link](#)
- > Appen (2018). Annual Report - [link](#)
- > Blitchok, A. (2016). *How technology is changing the way people work from home*, [link](#)
- > Bloom, N. (2014). *To raise productivity, let more employees work from home*, Harvard Business Review, [link](#)
- > HR & Digital Trends. (2018). *Salary Alone is Not Enough Says Latest Workforce Study*. HR digital trends, [link](#)
- > Loubier, A. (2017). *Benefits of Telecommuting for the future of work*, Forbes, [link](#)
- > Perera, R. (2018). *20 mind-blowing freelancing statistics that prove remote work is the future*, [link](#)
- > Sayagh, E. (2019). *Are clickworkers the modern-day slaves?*, welcome to the jungle, [link](#)
- > Upwork Community. (2017), [link](#)
- > Weaver, B. (2017). *The future of work is here, and it's more collaborative than ever*, [link](#)
- > Others: ClickWorker website, [link](#)

# JOB FAIR 2030

We hope you enjoyed the reading so far. Not only had the students to prepare themselves to become an expert for one letter of the ALFOWbet you may have already discovered. We asked them as well to project themselves into their ideal job in 2030 linked to the trend they explored in this book.

What started as a fun experiment became a rich view on the future job market. The idea to have the workers of the future write the roles they could fill in the future created a real job fair based on the type of jobs you may find in job boards in the future. Some are quite surprising. Who would have thought of a “man-machine teaming up expert”? Or who would expect a company hiring a “common good purpose leader”?

Whilst this 2030 job fair is partly very inventive and maybe even far ahead, we still find it worthwhile sharing some examples here. Applying some reverse engineering might actually create your next new job post for today and might bring you ahead of the curve. Because the curve is there. You are already part of it. So get yourself to the frontline. And some of these jobs may already be needed now, such as a “multi-generational workforce manager”.

We now invite you to discover some examples of the job fair 2030. Doors are wide open in the pages below. You only have to enter. And entering you will experience a handful of carefully picked jobs that may well create the future of HR:

Man-Machine Teaming Manager

HR Matchmaker Consultant

VP of CVP  
(Contractor Value Proposition)

Multi-Generational  
Workforce Manager

Common Good Purpose Leader

HR Gamification Specialist

Digital Inclusion Consultant



# man-machine Teaming manager

As a man-machine teaming manager, you will identify tasks, processes, systems and experiences that can be upgraded by newly available technologies and imagine new approaches, skills, interactions and constructs. You will define roles and responsibilities and set the rules for how machines and workers should coordinate to accomplish a task. This involves designing flexible experiences that meet workers' expectations, while providing a simple and intuitive interaction with machines (translating consumer behavior to business users, as well as to machines, for instance). Ideal candidates will be passionate about advancing human-robot cooperation strategies in a dynamic business environment.

## JOB DESCRIPTION

Identify and describe capabilities that are unique to humans and those that are unique to machines, as well as overlapping capabilities.

Translate consumer and employee needs and business strategies into machine experiences.

Develop social understanding and acceptance of robotic/virtual colleagues' capabilities.

Facilitate "enhance you" hackathon programs across the organization to help workers focus on the more human elements of the job and explore ways to work more effectively with machines.

Provide support and delivery of our talent management strategy. Promote coaching and a learning culture in the business

Restructure compensation and performance metrics for existing and new workers. Develop performance metrics for machines

## PROFILE

Graduate degree in experimental psychology or neuroscience and a relevant master's qualification in computer science, engineering or HR.

At least five years of experience in one or more areas, including: Human neuroscience techniques, robotics, human activity monitoring and understanding, human-robot interaction, social robots.

Passion for programming and robotics, and an understanding and/or interest in entrepreneurship, corporate innovation, human resources, talent management and operations.

Experience in consumer UI/UX design and implementation is preferred.

Excellent leadership, communication and collaboration skills.

*By Elena Pozzi*

# Hr matchmaker consultant

Our SaaS software allows companies to automatically sort applications - new or already in the pool of the company - and determine which candidates best match and offer by assigning a matching score.

Thanks to artificial intelligence, machine learning and semantic technology, our platform determines, for a given position, recommendations of profiles that HRDs would not necessarily have thought of. The idea is to break the cloning process, to promote internal gateways and offer varied career paths to employees.

## JOB DESCRIPTION

**We are looking for an HR matchmaker consultant with experience with the following responsibilities:**

Transforming the Recruitment, Training & Learning development with Intelligence Artificial and coding matching platform

Semantic enhancement (and openness to nearby OGR codes and / or Rome codes)

Taking into account skills (via a skill reference system of skills and certifications)

Set up a chatbot in order to automate the administration of a test and assess the skills

## PROFILE

3-5 years experience in Artificial intelligence, machine learning, and Big Data Applied to the HR, Employment and Recruitment Fields

Improve Candidate experience (job suggestion and chatbot)

Sourcing (scoring and suggestion of profiles)

*By Jessy Martinez*

# VP OF CVP

(contractor value PROPOSITION)

**Employer:** High growth tech firm providing skilled software developers on-demand

**Department:** HR/Marketing

**Industry:** Tech

**Main stakeholders:** Platform developers, account managers, independent contractors

## JOB DESCRIPTION

Design/develop our CVP (Contractor Value Proposition) to attract contractors in a competitive market

Ensure the best available software developers (contractors) to use our app

Manage a complex pool of talent to create a seamlessly integrated workforce

Work with account managers and internal developers to ensure the app is constantly fine-tuned to send best fit contractors to key clients

Ensure that the contractor-firm relationship is mutually beneficial, but maintain appropriate distance as to ensure it does not become an employee relationship

Report directly to CEO

## PROFILE

Business Degree required, Master's Degree preferred

5-10 years of experience in HR, Talent Acquisition and Employer Branding preferred

Marketing experience preferred but not required

Experience working in or studying labour law

Interest in tech

*By Elizabeth MA*

# MULTI-Generational WORKFORCE COORDINATOR

HQ in sunny Barcelona, Ghelath is a MedTech company specialized in connected health IT. People will always need medical technology and joining us will enable you to have a positive impact on patients' lives. If you like challenges, you are driven by innovation and willing to reinvent yourself, this is the place for you.

In a few words Ghealth is an inspiring, exciting and more than worthwhile journey.

## JOB DESCRIPTION

As workforce coordinator you will need to understand what motivates each generation and define a strategy to engage a multi generational workforce. You will be accountable for designing programs for managers to train them on how to communicate and engage different generations at the workplace. You will be involved in strategic workforce and succession planning and you will support business leaders by aligning the company's business plan with the workforce and providing strategic advice to decision-makers. Together with our C&B specialists you will review the benefits and rewards policies and adapt them to a multi-generational workforce. As well as, you will collaborate with our Talent Acquisitions specialist in forecasting staffing needs and recruited skilled applicants.

Possibility to work remotely and flexible working hours

Availability to travel (30%)

HQ in Barcelona: Friendly atmosphere, eco office, pets & kids welcome.

## PROFILE

Masters Degree in HR

Bachelors degree in Psychology, Management, Law or related

5 years working experience in Strategic Organization Design or Talent Management

Experience in Health and Digital Industry

Proficiency in English

Knowledge oriented, cross functional and global

Creative, autonomous and analytical skills

*By Anna Violant Gómez*

# CORPORATE SOCIAL RESPONSIBILITY

COMMON GOOD PURPOSE LEADER

**Employer:** Conscious of his function to society, willing to bring something more than what it sells, ready to innovate and to contribute to the common good

**Customers:** Willing to question the products (and heard by us)

**Providers:** Transparency over their way of operating

## JOB DESCRIPTION

**Promote and value the engagement of the company and its people**

Leading a team of Growth-hackers focused on internal / external projects on transversal topics

Manage the Common Good balance sheet: making the link between values & stakeholders. Values: Human dignity, solidarity and social justice, environmental sustainability, transparency. Stakeholders: Suppliers, Owners, equity and financial service providers, employees, customers and business partners, social environment

Manage internal engagement projects: skills-based sponsorship, partnership with associations, think-tank to enhance company's impact, ...

Provide Data and insights to communication (annual report, institutional communication, ...)

## PROFILE

Background: Strong interest in the topic

Education: Project management, CSR, and HR management

Competences: capacity to convince, assertiveness, analytical skills, open-mind, teamwork

Personality: curious, willing to take action, question success / assume failures,

*By Lawrence Bellon*

# HR GAMIFICATION SPECIALIST

Air EuroAmericas, with headquarters in Paris, France, belongs to the international airline industry. Passionate about travel, Air EuroAmericas strives to create the best experience for all stakeholders, to whom the airline hopes transmit its values. Stakeholders include governments, aircraft manufacturers, suppliers, regulators, airline customers, passengers and local communities, amongst others. As of 2020, Air EuroAmericas operates worldwide scheduled passenger and cargo services to 155 destinations in 80 countries in Europe and America.

As a part of Air EuroAmericas, the HR Gamification Specialist, attached to the HR Department, will work closely with all team members from the Department to develop great practices of corporate gamification in all HR functions with the ultimate goal of contributing to Air EuroAmerica's digital transformation process.

## JOB DESCRIPTION

**Under the supervision of the HR Director of Air EuroAmericas, the Gamification Specialist will be responsible for:**

- Improving the gamification experience of employees in regard to their mandatory and non-mandatory trainings.
  - Creating well-designed games integrated into learning modules to increase motivation and reach a higher level of completion rates in training programmes.
  - Developing simulation tools for hiring processes.
  - Transforming the Group's skill-based assessments with gamification techniques for recruitment & personnel selection, both for external and internal candidates.
  - Developing behavioural based assessments with interactive games based on the latest & most advanced research in the psychological sciences field.
  - Integrating gamification into the Group's monthly feedback and annual appraisal programmes.
  - Researching the experience of employees in regard to their experience using gamification and detecting behavioural changes.
  - Reporting and data analysis on all HR processes involving gamification.
- The main objective of the role is to contribute to the improvement of the employee experience and to create innovative solutions for Air EuroAmericas. Upon integrating the company's digital transformation projects of HR, the Specialist will work along with a team of 2 other specialists.

## PROFILE

Bachelor's degree in game design or Psychology and Master's degree in HR

At least 3 years of working with gamification techniques and at least 8 years in different HR functions of multinational companies. Additional specified training in gamification is a plus.

If you are creative, innovative, passionate about digital corporate cultures, are able to work in a multicultural environment, feel comfortable working in a fast-paced workplace and have a native or bilingual level of English, then Air EuroAmericas is looking for you!

Note: The company ensures remote working and a flexible schedule for all employees.

*By Rossina GITTO*

# DIGITAL INCLUSION CONSULTANT

Paradise Hotels & Resorts, Human Resources division. Hospitality Industry.  
Reporting to the Director of Diversity and Inclusion.

Paradise Hotels & Resorts is a global hospitality chain operating in over 80 countries offering the best quality service to our guests. Paradise is continuously looking to meet the best and brightest talent that the hospitality industry has to offer. We are dedicated to the growth and development of our Associates and we welcome you to discover a culture where your contributions are recognized and celebrated. If you want to be part of a team that embraces collaboration with a focus on continuous improvement and you think you have what it takes to “wow” our customers, we invite you to explore a career with us.

## JOB DESCRIPTION

- Conducting marketplace research on digital and inclusion trends.
- Proposing solutions for hiring crowd/click workers for big corporate projects.
- Maintaining digital Inclusion marketing, both internal and external, up to date
- Planning and coordination of training programs and platform-wide events (invitations, coordinating speakers, travel, room set up, etc.) to promote integration of remote workers in a face to face location.
- Handling ad hoc project and reporting requests of all company contractors and independent workers.
- Offering personalized counselling and support to remote workers for career planning, and personal savings/benefits/ tax reporting issues.
- Assisting with communication issues and establishing clear reach out channels between the managers and the workers, in order to encourage efficiency.

## PROFILE

- Creative Mindset
- Curious & Analytical
- Excellent verbal and written communication skills
- 3+ years of experience with digital departments, experience with online labour platforms a plus. Knowledge of inclusion and HR is preferred.
- Graduate degree equivalent to a master's in business, communication or HR.

*By Tania WYSONG*

# THE DESIGN OF THE **FOW** Week



Sitting in front of the blank page reminds back to the time when we were sitting in front of a blank white board in the “secret room” of the Ciffop building. Both of us brainstorming and conspiring to create what would soon be known as the Future of Work week.

A couple of weeks earlier, we had met to design together a class for the IHR Master at Ciffop. The grounding approach was quite clear to us, we wanted to combine our fields of expertise at that time: HR innovation and Future of Work (Work 4.0). Quite quickly we realized that there was an awful lot to share and a crazy question (at that time) came to our mind: Why not a week? And you know the answer...

There it was. A week. A full week.

Teaching a full week to the students of the best HR Master in France is a big responsibility. Our conviction was that we did not want to treat these people as students, but rather as future HR leaders, which they will become in some time. For this reason, this week was not designed as a number of classes throughout a week, but rather as an Executive Education program for HR Leaders (after all, Pedro's work is to design and run Leadership Development Programs!).

To do so, we started by identifying the "why" of this week. The "raison d'être" of the FOW week is to help participants understand and work on the major trends reshaping organizations (eg. technological, economic, social, ecological) while getting them prepared to the impact these trends will have in people management in the future and the implications this will have for them as individuals and as HR professionals.

**Based on this, we then established the following principles that would shape the learning experience that we wanted to propose to them:**

**Also we evolved: From the 'secret' room to the very public terrace. The workplace is where you and the task meet.**

**A balance between academic inputs and real-life organizations' challenges**

**A truly experiential week:**

The idea was and is to deliver the teaching of the methodologies whilst using them. Having the students run and learn through them is a powerful way of engaging them while creating sticking and transforming learning experiences

**Real-life business challenges:**

While visiting different companies that would host the FOW week, students would work on real business challenges proposed. The partner organizations have been both major CAC 40 groups such as Accor, Cap Gemini, Societe Generale, Sanofi and Westfield, as well as HR startups and other players, such as Fabernovel, an innovation and digital agency



**Innovative learning methodologies:**

The way to make the most of the collective intelligence of this group was to propose some innovative methodologies such design thinking workshops applied to HR challenges (which was not that common when we first started). Another example is Science Fiction Design Intelligence (SciFi D.I.), that Marcus had learnt at Singularity University in California during a Deutsche Telekom business expedition.

**Co-responsibility:**

Students as experts: Another winning aspect of the week was to make the participants part of the subject from the very beginning: Every student had to "own" one FOW trend during of the week. Each of them would pitch it during the week, what ensured that they were part of the discussions from the very beginning.

**Individual and collective journey:**

The collective journey of the week was based on the common challenges, discoveries and exercises students had throughout the week in which cooperation and collective intelligence played a major role. The individual journey started by asking students at the beginning of the week some introspection questions about their HR identity and their challenges linked to FOW trends. All along the week, to had some moments to reflect on that individually or in pairs, via, for examples morning "twalks" (talk & walk)

**Diversity:**

Following the diversity the students bring in terms of profiles, backgrounds or nationalities, we made sure they were exposed to a wide diversity of FOW subjects, HR professionals opinions and points of view, companies, sectors, changing locations everyday... which contributed to the freshness and enrichment of the week

**Hands-on HR methodologies and tools:**

One of our objectives was that students had some very hands-on and applicable take-aways from the week. That is also why we made sure in the last afternoon so sum up all the HR tools and methodologies used during the week and help them understand when and how to use them in their future as HR professionals

**Mistery & fun:**

Mistery was indeed a part of the week. Students discovered at the very end of every day where the following day would take place. By not revealing the agenda, we were making them experience the VUCA environment they will face in their future HR jobs. Also, we had some really fun energizers during the week as well as some more formalized amusing moments, such as "the movie night". Indeed, the night before the SciFi D.I. workshop, we shared some extracts of futuristic movies, a kind of pop-corn time travel that put us in the mood to design the future the following day

Based on all these principles, this week was a unique occasion to stop the clock and build together possible inspiring futures. It was also the opportunity to connect students and companies who would have never worked together so that the fresh views and talent of these students was put to the service of real-life complex HR and business challenges that the organizations were facing. This week truly was an amazing personal and professional experience for students, for partner companies and for us two.

One interesting learning during the week was that, although the students who were “topic owners” of their trend were very well prepared, they sometimes failed to bring the insights of these trends during the stressful moments of the day-to-day corporate working life they shared with partner companies. We will make sure to encourage the emergence of these insightful inputs from students in future editions. These are the moments in which people have to take the lead and the responsibility for creating moments of reflection and inspiration that can truly transform organizations. These are what we call innovation leaders. Luckily, we also saw some of them during the FOW week!

MONDAY (at Societe Generale)	TUESDAY (at Cap Gemini)	WEDNESDAY (at Fabernovel)	THURSDAY (at Sanofi)	FRIDAY (at Ciffop)
Week opening	Reflective twalk in pairs	Twalk in pairs	Twalk in pairs	Twalk in pairs
Individual objectives & questions	FOW trends (II)	FOW trends (III)	FOW trends (IV)	FOW trends (V)
<b>HR creativity &amp; influencing</b>	<b>Design Thinking Day with Cap Gemini</b>  Design Thinking workshop applied to the following subjects:  - Workforce transition - The future of HR	<b>#1day1app at Fabernovel</b>  Mock app design sprint with UX design and agile coaches. Subject: Building an “HR companion” app	<b>Science-Fiction Design Intelligence with Sanofi &amp; Societe Generale</b>  Find the most relevant HR ecosystem and operating model for a country in Africa in 2039 meeting the needs of the 2 companies, their business partners and customers	<b>Conference from HR forecast</b> (German “AI for HR” startup)  <b>Le Lab RH presentation</b>
Team building  <b>FOW trends (I)</b>  <b>Pitch school</b> (preparing to record FOW trends in video)				<b>Week wrap-up:</b> -HR methodologies learnt -Thoughts on the Future of HR & “Future of me” as HR professional -Individual take-aways
FOW pitch recording	FOW pitch recording	Movie night @Fabernovel		Drinks

# company TESTIMONIALS



# Franck La Pinta

Group innovation & digital learning manager



1. ACCORDING TO YOU, WHY IS IT CURRENTLY IMPORTANT TO PAY A CLOSE ATTENTION TO THE FUTURE OF WORK?

The work has continued to evolve, to re-invent itself during its short history, but the scale and acceleration of the current revolution can be explained by a multitude of concomitant and profound transformations in several fields: economic, technological, sociological, demographic and cultural. These factors seem both to demonstrate the limits of the current model but also to draw those of a future model to re-invent. For example: technological innovations that modify the uses of customers and employees, the skills considered "obsolete", the new expectations of employees towards a different social contract, new managerial models, the need for companies to bring together economic and financial objectives with strong societal demands.

2. AS WORKER OF SOCIETE GENERALE, YOU WERE A PARTNER OF THE FOW WEEK. WHAT IS IT THAT YOU ENJOYED THE MOST DURING THIS WEEK?

This week is a bubble, a unique condensed space to shake one's own habits and approaches. It is also the occasion to meet professionals and experts taking the time to reflect together on what the future will look like, to overcome constraints together and to think out of the box, which is difficult in business nowadays. It is also a great opportunity to invite future HR managers to work with new approaches both on short-term issues and long-term organizational challenges. Finally, it is a real pleasure to share the desire, the energy and the passion that these future HR leaders have to invent tomorrow's world of organizations.

3. AMONG THE FOW TRENDS DISCUSSED IN THIS BOOK, WHICH ARE FOR YOU THE 3 THAT WILL BE THE MOST CRITICAL IN THE COMING YEARS?

The data: I believe that HR has not yet accepted the idea that big data is no longer an option and that it will profoundly transform their business. They are still showing resistance, probably because of the fear of the impact on their skills and their own working methods, but also because they see it as a dehumanization of their jobs. On the contrary, I believe that it is an opportunity to positively modify the HR function and jobs, and also to build real HR marketing, in the noble sense of the term, put at the service of employees' well-being.

CSR: Society requires companies to review their role and responsibility as an economic actor. Citizens' concerns about underdevelopment, social inequalities, pollution, will force companies (like political actors) to review their activities and their decisions. Unfortunately, this opportunity is mainly perceived today by most companies as a bundle of new constraints that reduce profitability in the short term.

Workplaces: The working environment has always evolved: the shop, the workshop, the assembly line, the open space... these evolutions contributed to a better efficiency but not always for the benefit of the collaborator. Factors like the knowledge economy, the importance of innovation and the need to retain employees require a working environment that, for the first time, needs to focus on employee satisfaction as a key success factor for performance.

# Jan Liska

Global Head of HR Practice  
Adoption & Differentiation



**1. ACCORDING TO YOU, WHY IS IT CURRENTLY IMPORTANT TO PAY A CLOSE ATTENTION TO THE FUTURE OF WORK?**

*New technologies are exponentially accelerating automation of a large variety of tasks and make the traditional algorithmic approach to routine work history. We are shifting from profit to purpose maximization and this brings new requirements from managers and companies: to create working space that enables optimal and autonomous performing of heuristic, non-routine tasks, and to motivate people in an empathetic, whole-person centered way that enables considering employees also as adults, customers and human beings. Especially at scale of large corporations, those points are critical to be considered with full attention.*

**2. AS WORKER OF SANOFI, YOU WERE A PARTNER OF THE FOW WEEK. WHAT IS IT THAT YOU ENJOYED THE MOST DURING THIS WEEK?**

*The methodology of FOW week puts emphasis on exploration and dialogue. It's the human interactions that I enjoyed the most: on the D-Day, when listening to students, their points of view and expertise sharing in the room, answering their questions and opening new perspectives with them. And I also enjoyed the interactions before that day, when preparing the working session with CIFFOP academic partners and colleagues from Societe Generale: we learned a lot from each other, in an informal and constructive way, while taking bold steps together. We've been fully experiencing the pluri-disciplinary and purpose driven way of working, and I always enjoy this.*

**3. AMONG THE FOW TRENDS DISCUSSED IN THIS BOOK, WHICH ARE FOR YOU THE 3 THAT WILL BE THE MOST CRITICAL IN THE COMING YEARS?**

*All trends outlined in this book are shaping already today the way we work. The 3 most critical ones to me, and possibly also some of the most complex to embrace in an ever-changing environment, are Fluidity, Experience and the ones linked to Humanity. Humanity. Fluidity marks the end of command & control organizational approach: the endless opportunities that fluidity opens can only be seized, if we are able to see them and go for them. Experience is key determinant for motivation and adoption of new tasks and behaviors: how do we swiftly create meaningful and pleasurable 1st work experiences in a world, where the nature of work changes sometimes overnight? Attention to Humanity appears as guarantee, that work will never be completely outsourced and disappear from human life. On the contrary, it may become the ultimate means for redefining work as opportunity for cultivation of our individual creativity, self-determination and intrinsic motivation towards a higher, collective purpose.*

# Léo Bernard

Talent Acquisition Manager



FABERNOVEL



**1. ACCORDING TO YOU, WHY IS IT CURRENTLY IMPORTANT TO PAY A CLOSE ATTENTION TO THE FUTURE OF WORK?**

*As I am a recruiter, my answer will be biased but I think that we should focus on the workers. What do they want? How they want to work? When do they want to work?*

**2. AS WORKER OF FABERNOVEL, YOU WERE A PARTNER OF THE FOW WEEK. WHAT IS IT THAT YOU ENJOYED THE MOST DURING THIS WEEK?**

*The Gig Economy is coming, the slasher generation is arriving in the workplace. We should rethink the way we match companies and potential employees. Recruitment will be the biggest challenge in the years to come.*

**3. AMONG THE FOW TRENDS DISCUSSED IN THIS BOOK, WHICH ARE FOR YOU THE 3 THAT WILL BE THE MOST CRITICAL IN THE COMING YEARS?**

*I enjoyed the way students were aware about the new trends. They seem ready to embrace it and as HR students, it is crucial for them to be ready. Even though, they sometimes have a naive point of view, they face difference, they embrace complexity and they are not against different points of view. And the fact that they evolve in an international environment helps a lot!*

*I think that the one related to recruitment will have a strong impact on the rest: "JobHopping and CherryPicking", "The Z Generation" & "Hands-Off Management".*

*I am absolutely against the concept of generation but a new era is coming and Gen Z are the pioneers of this era. They will dictate their ways in terms of how they want to be managed, where they want to work, for how long they want to work for an employer and so on. According to me, the relationship between candidates and employers will be the most challenging aspect of the future of work.*

# FOWnCLUSION

## THE FOW MUST GO ON

**The future is vast. And manifold. Even maybe versatile. We have had a glimpse at 27 different facets of what the Future of Work (FOW) might look like, what it will be built upon and what will be the people management challenges and opportunities linked to it. We have read the assessment and the views of this future from the professionals who will actually shape it. What was quite common on their comments was that the future is not so much seen as the dark side of work. The opportunities seem brighter and the threats are perceived as much less threatening as one might expect.**

**What is it, that makes these young professionals so positive and enthusiastic? It might be the understanding of a very old truth: The ability and the willingness to learn is the single most important skill for the future. Self-employability therefore is a key task and responsibility of every person. The task for the HR function is to select candidates that prove to be able to quickly adapt to new situations and are willing to learn new skills or capabilities to answer to new challenges. A possible way to achieve that could be to look for candidates that bring what we used to call an uncommon CV. People that did not seek the streamlined way to “a career” or to a clear picture of their future.**

## Experimenting on the individual level

The person who decided to learn to be a diving master after their B.Sc. degree in business administration to finance a year abroad at the Red Sea. And after that went on for a master in international management. Just to take a break midterm to live half a year in Barcelona jobbing in a bar to learn Spanish. Maybe that person is exactly the profile we should be looking for if we look for people who will have 15 to 20 jobs in their lifetime according to [Forbes](#). If we hire people for jobs that have not been invented yet, this eagerness to learn and explore that speaks from such a CV might be just the thing you are looking for. Time to question old routines and wisdoms. And this is especially true in an era in which Covid-19 literally stopped the world and many things need to be rethought from scratch. There is no doubt that this crisis will accelerate the arrival of some FOW trends. For example, many conservative companies did not have the choice but to accept remote work and adopt brand-new collaborative tools and approaches that brought many unexpected benefits to them. It is early to know what the implications of Covid-19 will be on the Future of Work, but this is a fascinating subject to explore and many of the recommendations and insights proposed in this book should be useful for this.

Professionals dealing with people management in general and HR professionals in particular need to understand the technology that drives these changes. Yes, digital transformation is about technology but it is above all about culture. This will determine which organizations are bold and agile enough to surf the new and abundant waves of the Future of Work and which won't. HR decision makers should encourage their people to test and experiment. To have a look at the technology trends on fairs, markets, webinars and expert communities. To empower them to take risks and to bring some of these solutions, apps and tools to the internal HR landscape.

## Experimenting on the organizational level

Why not work by trying new cooperation and organizational models such as circles and tribes within the teams in your organization? This is the way to understand it, test it, create experiences, infect others by own successes. Change behavior by creating experiences. Create experiences by experimenting.

Within the HR teams the usage of creative problem solution and innovation tools and methodologies should be the new normal. Therefore, facilitating business side workshops using for example Design Thinking ([link](#)) or Science Fiction Design Intelligence ([link](#)) will be the value added that HR can bring. Not only understanding the employee needs but knowing how to bring user experience and user understanding to the table will make HR a true advisor and partner of and for people.

Finally, our second Future of Work week being behind us and the third ahead of us, we have a strong conviction based on what we have seen and learned in this experience: taking long inspiring breaks away from day-to-day business helps to re-adjust the view we have of the future. Discussing this fantastic topic with young people just kick starts it! In our view, HR departments have to run an adventure like a FOW week every now and then to freshen their minds and unleash new ideas upon which their new realities will be shaped and reinvented.

## Yet Another VUCA

Like in so many other times of change, also in the Digital Transformation the term VUCA found its place.

**Maybe now is the time to create a new VUCA. One that deals with the older one and enlightens the type of inspiring leadership needed in the coming Future of Work. This new VUCA could stand for:**

**Vulnerability:** to know and accept one's own limits and imperfections and humbly partner with the people who will bring that to you and vice-versa, therefore co-creating the new future together

**Understanding** how new realities work, identifying key opportunities and bringing in them your most unique and singular touch and contributions that will inspire others

**Curiosity:** as the core skill and engine that will allow you to never stop learning, growing and dreaming

**Agility:** to adapt to new situations and universes, abandoning old ones and reinventing yourself and the world around you

That new set of skills and attitudes may well be everything you need.





**Pedro Gonzalo** is an HR professional, Professor and Executive Coach. He has 15+ years of experience in HR in the banking sector in fields including leadership development, talent management, training and recruitment. He is now in charge of the leadership programs for the Top Executives and for the Senior Experts at the Corporate University of the French bank Societe Generale.

Pedro has lived in Spain, Germany and France, being now based in Paris. He holds a PhD in Management and he teaches and gives conferences on HR, creativity, innovation and leadership for graduate students and organizations (Executive Education) at Ciffop and in some other of the best business schools and Universities in Europe.

 [LinkedIn profile](#)



**Marcus Schlobach** is Co-Founder and Managing Director of Genuss-Gesellschaft Bonn GmbH. Before starting his own business in animal welfare premium-beef together with his wife Songül, Marcus worked in Deutsche Telekom in various senior and international executive roles responsible amongst others for workforce planning, compensation and benefits and new work.

Marcus studied political science, sociology and history in Bonn and has lived in Vienna and London. Together with his wife and twin boys he lives in Bonn. He is a Professor in several academic institutions in Europe & technology early adopter and started teaching in 2014 at Ciffop in Paris.

 [LinkedIn profile](#)

**Pedro and Marcus developed the concept, content and format of the Future of Work Week and have also designed, edited and co-written with the 2018-2019 IHRM Ciffop students this white book.**

Graphic design: **Thaïs Paulian**

Cover: photo by Aditya Saxena

Copyright © May 2020 Pedro Gonzalo and Marcus Schlobach

# THE 2020 a**FOW**BET

The future of work & people management  
by the workers of the future